

PHED COMMITTEE #1
April 14, 2008

MEMORANDUM

April 10, 2008

TO: Planning, Housing, and Economic Development Committee

FROM: Marlene L. Michaelson, ^{MM}Senior Legislative Analyst
Shondell Foster, Research Associate

SUBJECT: Overview of FY08 Operating Budget: Maryland-National Capital Park and Planning Commission (M-NCPPC) and Department of Parks

Those expected for this worksession:

Royce Hanson, Chairman, Montgomery County Planning Board
Mary Bradford, Director of Parks Department
Mike Riley, Deputy Director of Parks
Gene Gibbons, Deputy Director of Parks
Rollin Stanley, Planning Director
Alison Davis, Chief, Management Services Division/Planning
Varghese Cherian, Parks Department Budget Manager
Doug Sherwood, Consultant
Ashley Haymond, Sr. Budget Analyst

This memorandum provides an overview of the M-NCPPC budget, a summary of major changes proposed for FY09 and the budget for the Department of Parks. It also discusses changes to the program budget format, vacancies and lapse, and the potential for an early retirement incentive. On April 21, the Committee will review specific requests related to the Administration Fund and Special Revenue Funds. On April 28, the Committee will consider performance measures for the Department of Parks (which is being deferred at the Department's request), the Enterprise Fund, Advanced Land Acquisition Fund (ALARF), the Property Management Fund and any follow-up issues. The Park Police budget will be reviewed by the Public Safety Committee on April 18.

Responses to Council Staff questions on the budget are attached at © 1 to 41. Relevant pages from the County Executive Recommended FY09 Operating Budget are attached on © 44 to 50. All page references are to the FY09 M-NCPPC revised recommended budget, except where otherwise noted.

OVERVIEW OF M-NCPPC BUDGET

The total requested FY09 budget for the agency for **all funds** including self-supporting funds, debt service, and reserve is \$184.1 million, an increase of \$52 million or 39.4% percent over the FY08 budget (see page 44)¹. The table below summarizes the **tax-supported** request. In December 2007, the Council approved an FY08 Spending Affordability Guideline (SAG) for M-NCPPC that was an \$8.4 million decrease from the \$98.4 million approved FY08 budget. For FY09, the Commission has requested \$119.6 million (excluding debt service, grants and reserves), approximately \$19.6 million above the December SAG amount target. The County Executive recommends funding at \$102.8 million.

M-NCPPC SUMMARY OF TAX SUPPORTED FUNDS (Millions)			
		Increase/Decrease Over Approved FY08 Budget	
		Dollars	Percent
Approved FY08 Budget	\$98.4		
M-NCPPC FY09 Request	\$119.6	\$21.2	21.5%
December Spending Affordability Guideline (SAG)	\$90.0	-\$8.4	-8.5%
Executive Recommendation	\$102.8	\$4.4	4.5%

MAJOR CHANGES IN THE FY09 BUDGET

The FY09 budget contains record increases for the Parks and Planning Departments with the Department of Parks expenditures up 19% and Planning Department expenditures up 23%.² Included in these increases are large subsidies for two self-supporting funds: \$1.3 million to subsidize the Enterprise Fund due to increasing losses (up from \$619,000 in FY08) and \$ 2.2 million to support the Special Revenue Fund for Development Review (the Council just approved a \$739,000 subsidy as a special appropriation for FY08). Another significant component of the increase are the costs of compensation increases, new benefits and the

¹ The \$52 million increase includes an increase of close to \$28 million in ALARF funds related to the Inter-County Connector. Without this increase, the change in the total budget would have been \$23.9 million or 18%.

² See page 56 and 57 in the budget for departmental operating expenditures excluding debt service.

annualization of the many new positions added to the budget in all funds last year. In addition to continuing or expanding upon the many new initiatives introduced in FY08, the FY09 budget includes additional new initiatives:

- A comprehensive Long-Range Plan for Public Infrastructure.
- New programs in parks for streams, adventure sports, and urban parks.
- A new management analysis unit in Central Administrative Services, Department of Human Resource Management (DHRM) and implementation of a disaster recovery plan for the Department of Finance

Increases in resources dedicated to the many existing programs impact the following programs:

- For Planning: Growth Policy, Special Projects, Zoning Ordinance Revisions, Preliminary Plans/Subdivision Plans, Environmental Review and Forest Conservation, Mandatory Referrals and Annexations, Research, IS/GIS, Website, and Information Technology.
- For Parks: Maintained Open Space, Property Management, Athletic Field Maintenance, Park Activity Buildings, Historic Buildings, Training and Recognition, Playground Maintenance, Public and Animal Safety in Equestrian Facilities and the Park Ranger Program.
- For CAS: The addition of one career attorney dedicated to litigation related to the regulation of land use in Montgomery County in the Legal Department.

New initiatives and increases for existing programs are described in more detail in the sections that follow.

PROGRAM BUDGET

This will be second year in which the budgets for the Department of Parks and the Planning Department are presented as program budgets. This budget improves upon what was submitted last year by presenting a comparison with prior year funding, showing revenues on the each program page and listing other expenditures associated with the program on the program page. There are still further improvements that Staff believes would help both the Planning Board and Council in assessing the budget associated with each program.

Last year Staff suggested that a program budget would allow the Council to address the following key questions:

- Has the program been clearly defined with well-articulated objectives? (Ensuring that agency staff and decision-makers within and outside the agency clearly understand the intent of a program is a critical first step that can often be overlooked.)
- Is the program needed to fulfill the mission of the agency/department and priorities established by the Council?
- What accomplishments/results are expected in the long run and for the upcoming fiscal year?

- Are there appropriate performance measures that will enable agencies decision-makers and the Council to determine whether the program is succeeding in producing the expected results and meeting program objectives?
- Is the correct level of resources assigned to the program (enough to ensure success, but not too much so as to ensure efficient delivery of services)?

While this budget presents information in program format, it does not include all the elements that would allow one to answer the preceding questions. The Planning Department has omitted a description of the program objectives and has made only a limited attempt to begin to define program measures. (The list of specific tasks/products for FY09 is helpful but should be in addition to a statement of the long-term goal of the program.) The Department of Parks included objectives but also needs to works on the performance measures.

One continuing problem is that the program page does not identify more than the total dollar impact of changes in the program from the prior year and does not provide a justification for increased resources, personnel or otherwise. A summary of the proposed changes and a brief description of the rationale for an increase can generally be found in the divisional summaries, but in Staff's opinion, the focus should be on the program page. The Department of Parks decision to include various program enhancements and changes in a "base budget" without indicating what those changes are is particularly problematic.

Finally, Staff believes that the many differences in budget presentation between the Parks and Planning Departments make this budget exceeding difficult to read and understand, both on the program pages and elsewhere. The Department used different assumptions in creating a "same services" budget and for other major issues addressed in the budget. Staff continues to believe (as indicated last year) that a single management services division would be the best way to deal with this issue. Absent that structural change, Staff strongly recommends that the two Management Services Divisions and budget staffs make a far greater effort to coordinate on assumptions and presentation.

VACANCIES AND LAPSE

Over the past several years the Council discussed at length the Park and Planning Department's historical tendency to underestimate lapse in the budget. While the County Government bases its lapse on estimates of vacancies and turnover (and reevaluates the rate each year based on actual vacancies in the prior year), M-NCPPC had traditionally included a lapse rate well below actual historical vacancies. It had been M-NCPPC practice to under fund certain budget items (such as capital outlay) and then use salary savings from an overestimated lapse to pay for these items. The Council has consistently indicated that it is better to properly budget for all legitimate expenditures and also set a realistic lapse rate. An artificially low lapse rate provides an agency with greater funds than needed and little accountability for the expenditure of those funds.

In a year in which there are not fiscal constraints, a lapse rate should be selected based on the best estimate of the likely average vacancy rate. In years in which there are fiscal constraints, the Council has sometimes set a lapse rate higher than otherwise expected, believing that a slight delay in filling vacant positions is a reasonable way to achieve additional savings with a minimal

impact on services (if the lapse rate is not set significantly above the actual vacancy rate.) A lapse rate that is significantly higher than average vacancies will have an impact on service. The lapse rate for each department (as well as options for increasing the lapse rate to achieve budget reductions) is discussed in the sections on each department.

EARLY RETIREMENT INCENTIVE

Staff asked each of the departments to assess the savings possible if M-NCPPC were to offer an early retirement incentive, similar to that being offered by the County Government this year. Each department created a unique set of assumptions and estimate savings as follows:

POTENTIAL SAVINGS WITH EARLY RETIREMENT	
Department of Parks	\$350,400 (assuming one-sixth of eligible staff take advantage of the program and 50% of the employees need to be rehired)
Planning Department	\$378,500 to \$1,135,500 (assuming 5 to 15 of the 31 eligible employees take advantage of the program)
CAS	\$0 (based on the limited number of staff who are eligible and interested)
TOTAL	\$728,900 to \$1,485,900

The Planning Department's estimated savings are so significant because they believe they cannot afford to rehire staff who take advantage of the program. Given the significant number of highly paid staff in the Parks and Planning Departments, eligible for retirement, the estimates of cost savings, as well as the important non-monetary benefits cited by the Planning Department on © 5 and 8 to 9, Staff believes that the concept should be endorsed by the Committee and further work should be done to refine the estimates of cost savings, particularly for the Planning Department (since the cost will have to assume a single number, rather than a range).

GASB

Staff asked M-NCPPC to determine the impact of stretching Government Accounting Standards Board (GASB) requirements for retirement contributions over 8 years instead of 5 as proposed by the County Executive for County Government. Unless this is determined to be inappropriate for any reason when the Council considers this strategy for the County, Staff recommends a similar action for M-NCPPC. The savings will be as follows:

POTENTIAL GASB SAVINGS	
Department of Parks	\$340,000
Planning Department	\$105,700
CAS	\$59,400
TOTAL	\$505,100

M-NCPPC PARK FUND

Background and Summary

The Montgomery County Park System includes 404 parks with over 33,600 acres of land. There are nine major divisions in the Parks Department: The Superintendent's Office, Park Development, Facilities Management, Management Services, Park Police, Natural Resources, Central Maintenance, the Northern Region and the Southern Region. Some positions in the Research and Technology Division and Countywide Planning are also charged to the Park Fund. Funding changes by Division are as follows:

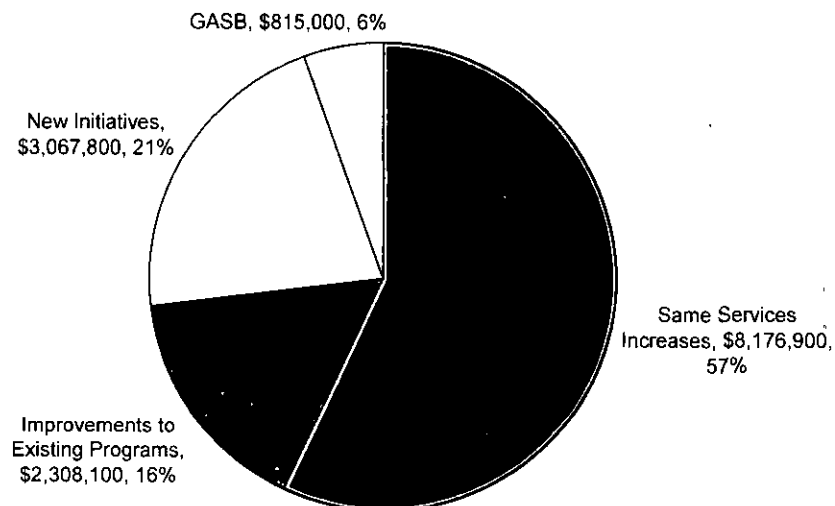
FY08 AND FY09 PARK FUND BUDGET				
	Approved FY08	FY09 Request	Change from FY08 to FY09	% Change from FY08 to FY09
Director of Parks (\$)	\$ 4,547,200	\$ 3,086,000	\$ (1,461,200)	-32%
workyears	26.39	25.10	-1.29	-5%
Research & Technology (\$)	\$ 1,898,900	\$ 2,431,400	\$ 532,500	28%
workyears	12.30	14.00	1.7	14%
Park Planning and Stewardship ¹	\$ 2,222,500	\$ 4,239,200	\$ 2,016,700	91%
workyears	30.88	39.20	8.32	27%
Park Development (\$)	\$ 3,149,600	\$ 3,503,700	\$ 354,100	11%
workyears	30.20	31.80	1.6	5%
Park Police (\$)	\$ 10,969,900	\$ 13,077,600	\$ 2,107,700	19%
workyears	121.55	128.72	7.17	6%
Horticultural Services	\$ 6,596,200	\$ 6,738,300	\$ 142,100	2%
workyears	67.35	73.45	6.1	9%
Central Maintenance (\$)	\$ 10,306,000	\$ 12,068,300	\$ 1,762,300	17%
workyears	111.77	117.00	5.23	5%
Northern Region (\$)	\$ 8,334,400	\$ 9,383,700	\$ 1,049,300	13%
workyears	123.41	128.25	4.84	4%
Southern Region (\$)	\$ 12,798,200	\$ 13,894,100	\$ 1,095,900	9%
workyears	191.49	198.79	7.3	4%
Support Services	\$ 11,062,800	\$ 13,862,800	\$ 2,800,000	25%
Grants	\$ 425,000	\$ 425,000	\$ -	0%
Total Operating	\$ 72,310,700	\$ 86,674,800	\$ 14,364,100	20%
Debt Services	\$ 3,960,000	\$ 4,005,800	\$ 45,800	1%
Reserve	\$ 2,169,300	\$ 2,600,200	\$ 430,900	20%
Total Dollars	\$ 78,440,000	\$ 93,280,800	\$ 14,840,800	19%
¹ This program was formerly part of the County-wide Planning Division.				

The Executive recommends funding the Park Fund at \$79.6 million (including debt service, but excluding grants). This is \$10.6 million or 12% less than the M-NCPPC request of \$90.3 million.

CHANGES FROM FY08 TO FY09

Page 279 of the M-NCPPC budget provides a very useful Budget Crosswalk which itemizes the changes in the budget from FY08 to FY09 and is attached at © 53. The FY09 Operating Expenditure – Base Budget is the equivalent of a “same services” budget. Although Staff does not agree with the inclusion of Enterprise Chargeback Changes as a same service cost³, Staff generally believes the costs are reasonable (noting that Staff did not review the specific components of the supplies, other services and capital outline). The next section of this chart shows the same services budget with the addition of improvement to existing programs and the following section summarizes the cost of new initiatives. The final section is GASB45 costs. The breakdown of the increases as a percentage of the total increases is shown below.

INCREASES TO PARKS BUDGET



The size of the same services budget is the primary reason the Parks request is so large and this is based on the very significant increases in staff last year (who are annualized this year), increases in benefits, compensation and utility costs, and the costs of operating new parks. **To reach a funding level comparable to the Executive-recommended budget (which provides**

³ Staff time previously allocated to the Enterprise Fund as a chargeback related to golf, has now been moved to the Park Fund. Since those employees now providing **additional services** to the Park Fund (instead of the Enterprise Fund) this should not be characterized as same services. The dollar value is low enough to be relatively insignificant in the total numbers.

only \$4.4. million over FY08), it will be necessary to make very significant reductions in the same services budget. This is a critical fact to recognize as the Committee begins to review the budget and consider options.

There are significant changes in this year's Department of Parks Budget including a number of new initiatives and over 15 recommendations to expand or enhance existing programs with additional staff or supplies, other services and capital (see © 18 to 26). These latter additions are considered part of the "base budget" and are not described in the budget but were itemized at Staff's request and appear on © 21 to 26. **Staff recommends that the Committee ask the Department to describe all changes in resources on the program page in future budgets, whether they are considered part of the base budget or new initiatives.** The FY09 budget for the Department of Parks also more than doubles the professional services contracts for the Department for a total request of \$3,108,700. The limited information in the budget on these contracts makes it difficult to assess the value of some.

PRODUCTIVITY

For many years the PHED Committee has grappled with the issue of trying to determine whether the Department of Parks is properly staffed and as efficient as possible. Information in the budget provides very little information that can be used to make a judgment on this matter, particularly with regards to park maintenance. Staff asked the Department to describe efforts to increase efficiency over the prior year and their response appears on © 9 to 11 and 35 to 38. There are numerous examples of improvements, particularly in the area of energy conservation and use of volunteers, for which the Department should be commended. Staff believes these represent a true turnaround in how the Department views issues such as recycling and energy conservation. However, there are no significant changes related to how the Department maintains its parks, which has been the focus of Council concern.

Staff has repeatedly told the Council that it was impossible for Staff to judge whether existing resources were being used wisely and efficiently and whether the base level of resources assigned to each program was appropriate. As a result, the Council requested an Intensive Budget Review (IBR) project to determine how other jurisdictions made this determination and maximized efficiency. The IBR indicated that many other progressive park systems were using computer applications to monitor and manage time spent on different park activities. In other jurisdictions, parks departments were able to tell decision makers how much time was spent on each activity (such as mowing) and how much it cost to maintain each type of park (with variables such as size and level of use impacting the cost). In FY03, the Council funded Smart Parks – to provide the Planning Board and Council with similar information. While progress has been made, Smart Parks has still not been able to provide the Council with the data originally requested and the focus seems to be on work order management (see the response to Staff question 2 beginning at the bottom of © 9). While they are achieving productivity improvements in completing work orders, the Department is still unable to answer some of the most basic questions raised by the Council and Staff regarding the time needed to complete basis tasks. (Staff reiterated the request made by Councilmember Elrich for data from Smart Parks on the amount of time spent on different activities, but has not yet received the materials he requested.)

Some of concerns were echoed in the testimony of Carol Barth who raised questions regarding the management, organization and service delivery of the Department of Parks. She questioned why there should be a separate Parks Department, when the County has a Department of Recreation and a Department of Environmental Protection. She also noted that better management was needed and listed existing problems such as the need to reserve facilities in person, her concern that maintenance crews often damage the very resources they are trying to protect, her belief that the Department does not keep basis statistics on a number of important measures that the Department should be tracking and monitoring. Ms. Barth requested budget reform for the Parks Department that will force an improvement in management.

PARK FUND FY09 EXPENDITURE ISSUES

LAPSE

The chart that appears below shows the lapse percentages proposed for the Administration Fund and the Park Fund for FY09 as well as the average actual percent vacancies over the past 3 years. (Charts on © 5, 32 to 34, and 42 to 43 display actual vacancies each quarter for the past 3 years by Fund.) Staff is working with M-NCPPC to refine how these calculations are done and whether positions or workyears are a better measure. The chart that appears below follows the Department's suggestion to use positions.

FY09 LAPSE ANALYSIS				
	Proposed Number of Positions in FY09 Budget	Proposed % Lapse of Total Workyears	Actual Average % Vacancies 2005 thru 2008 ²	Actual Vacancies Mar. 2008
PARK FUND				
Total Proposed FY09 Positions ¹	754			
Proposed Lapse	32.8	4.35%		
Vacancy Experience			9.8%	8.17 ³
1. Number of total and lapsed positions comes from page 49 for Department of Parks. 2. Using quarterly data from September 2005 to March 2008. 3. The vacancies used to generate this percentage include 26 frozen or delayed positions.				

The Department froze 26 vacancies at the beginning of this year to help meet the 2% savings plan. It is unclear to Staff whether they would have been able to fill those vacant positions absent a freeze. (Either way, the County will not pay for these positions and they should not be considered when determined the net lapse for purposes of budgeting.) They also hired 9 contract employees or term positions. Since these have a real cost, they should be deducted from the total number of vacancies **bringing the net vacancies to 50 and the adjusted vacancy rate to 6.9%**. The Department believes that they could have brought the vacancy rate even lower without the

freeze and their projected hiring and estimates of future vacancies was very ambitious, but possible.

In the past 4 fiscal years, the Council has continually readjusted the M-NCPPC lapse to match actual expected lapse, rather than accept an artificially low lapse rate. Were it not for fiscal constraints, Staff would recommend a lapse of 6.5 percent, which is slightly lower than where they are now and assumes they will continue to be successful with hiring (but recognizes that before the freeze, they had a 9.28 vacancy rate). Since the Department estimates that each percent of lapse is equivalent to \$577,400, this would save approximately \$1,154,800. A higher lapse rate (which would force them to delay hires) can generate additional savings. As one of their non-recommended reductions, the Department has included increasing the lapse from 4.5% to 6.5% and has said that it would force them to delay hires. Given their current hiring practices, Staff does not believe this is true (but the change may prevent them from making a more aggressive effort to hire). A second recommendation to freeze all remaining vacant positions (effectively increasing the vacancy rate to 8.5%) will clearly impact services.

NON-RECOMMENDED REDUCTIONS

At Staff's request, M-NCPPC provide a list of non-recommended reductions they would take if they were required to reduce their budget to the level recommended by the Executive. Although the ideal way to consider these reductions may have been on a program by program basis, they were not presented in that form and many cut across many programs. They are listed here with Staff's comments and also repeated under the program description when the reduction is associated with a specific program.

Staff notes that every one of these reductions will have an impact on the Department and the parks and that many of the reductions, if not most, would not be advisable were it not for the severe fiscal situation facing the County. However, the Council has agreed to reduce each budget to the Executive funding level and to place anything above this funding level on the reconciliation list (and that only the highest priorities would be placed on this list given the limited opportunity to fund anything from the list). In the Staff comments that followed, Staff has noted that many of the reductions are "acceptable"; this is not meant to imply that they are desirable or without consequences, but they are acceptable given the fiscal situation facing the County.

<u>Impacted Program</u>	<u>Savings Measure</u>	<u>Reduction from Requested Budget</u>	<u>Department Assessment of Consequences If Not Funded</u>
None-fiscal planning issue	Longer Phase-in of Post Employment Health Benefits - GASB 45	(\$340,000)	Estimate of savings from longer phase-in (8 years)

Staff comment: Staff believes that this is an acceptable reduction.			
Multiple	Eliminate All FY 09 New Initiatives	(\$2,978,400)	See Attachment A (© 17 to 20).
Staff Comment: Staff believes that this is generally an acceptable reduction, but has comments relative to some specific initiatives that follows below.			
Crosscutting	Eliminate Increases in Supplies, Other Services, and Capital Outlay	(\$527,300)	See Attachment B (see © 21 to 22).
Staff Comment: Staff believes that these are acceptable reductions.			
Multiple	Eliminate Base Budget Improvements	(\$634,300)	See Attachment C (© 23 to 26).
Staff Comment: Staff believes that these enhancements to existing programs are acceptable reductions.			
Crosscutting	Eliminate Technology Improvements	(\$230,000)	See Attachment D (© 27).
Staff Comment: Staff believes that these are acceptable reductions.			
Crosscutting	Increase Salary Lapse from requested 4.5% to 6.5%.	(\$1,154,800)	Will intentionally delay hiring of approximately 15 positions throughout year resulting in across the board reduction in service.
Staff Comment: Staff believes that these are acceptable reductions and disagrees with the Department assessment that this would result in a reduction in service given that the existing vacancy rate is 6.9%.			
Third Party Support	Discontinue MCPS Ballfield Maintenance Contract	(\$712,000)	172 Athletic Fields at 71 elementary and middle schools will deteriorate unless MCPS funds maintenance.
Staff Comment: Staff does not support this reduction. Staff believes that Park and School fields should be treated similarly. If there is a need to reduce service, there should be a comparable reduction for both. The Council should not eliminate all maintenance for school fields while continuing to fund the maintenance of park fields.			
Park Activity Buildings	Close, Transfer, or Demolish 23 Park Activity Buildings and 3 Ancillary Buildings.	(\$430,000)	See Attachment E (© 28 to 30).
Staff Comment: Staff believes that these are acceptable reductions.			

Organized Sports	Raise Athletic Field Usage Fees	(\$100,000)	Increased fees to users.
Staff Comment: Staff believes that this is an acceptable proposal to increase revenues and that the Committee may want to consider additional increases in revenues as described at the end of this memorandum.			
Third Party Support	Discontinue Support to / cancel Special Events (Fair, Arbor Day, Oktoberfest, Kids Fest, Marathon, July 4th Fireworks, more.)	(\$75,000)	Events will be cancelled, or event supporters will be required to bear the full cost of managing the event.
Staff Comment: Staff believes that the Committee should obtain additional information about both about the attendance at each of these events and the Department of Parks role at the event before making decisions.			
Crosscutting	Implement Retirement Incentives	(\$350,000)	Across the board reduction in service delivery. Unpredictable cost / benefit.
Staff Comment: Staff believes that this is an acceptable strategy to reduce costs and that the Department's estimate of savings is reasonable.			
Crosscutting	Eliminate / Reduce 25% of Service Contracts	(\$350,000)	Across the board reduction in service delivery. Cuts to tree maintenance, organizational development consultants, use and visitation surveys, customer service surveys, and infrastructure condition assessments.
Staff Comment: Staff prefers to have the Committee examine professional service contracts as it review each program, rather than make this cut without knowing further specifics, however, this total appears to be acceptable.			
Crosscutting	Eliminate / Reduce 25% Training / Travel	(\$40,000)	Across the board reduction in service delivery. Reduced employee efficiency.
Staff Comment: Staff believes that these are regrettable but acceptable reductions.			
Crosscutting	Cut Overtime 20%	(\$140,000)	Across the board reduction in service delivery. Compromised ability to respond including weekend coverage at parks when they are at peak use..
Staff Comment: Staff believes the Committee would benefit from further information regarding the use of overtime (e.g., is this predominantly Park Police?), but generally believes that this is acceptable.			

Horticulture	5% Selective Service Reductions (Program 55WY; \$5.3M)	(\$265,000)	Eliminate / cut back Spring and Summer annual planting program, interior plant program, and composting program.
Staff Comment: Staff believes that these are acceptable reductions.			
Managed Open Space	5% Selective Service Reductions (Program 93WY; \$8.5M)	(\$425,000)	See Attachment F (© 31). An overall reduction in the physical condition and appearance of park open spaces, urban parks, and neighborhood parks. More litter, higher grass, less frequent policing, facilities in disrepair. More complaints.
Staff Comment: Staff believes that these are acceptable reductions and continues to believe (as stated last year) that this program provides some of the best opportunities for increased efficiencies.			
Natural Resource Management	Reduce Non-native Invasive Plant Management and Management of White Tailed Deer Programs by 15%	(\$110,000)	More invasive plants; more deer. Declined biodiversity and ecosystems. More complaints.
Staff Comment: Staff believes that the committee should attempt to find an alternative reduction rather than on in non-native invasive plant management since this reduction can have long term consequences.			
Crosscutting	Forego Operating Budget Increase of Capital Projects (OBI)	(\$636,000)	Funding for maintenance, policing, and utility costs for new facilities opened in FY 08 & FY 09 will not be available. Services can only be provided by an across the board reduction in policing and maintenance.
Staff Comment: Staff believes that these are acceptable reductions.			
Crosscutting	Freeze all remaining vacant positions equivalent to 15 WY. Total budgeted lapse rate would be approximately 8.5%	(\$1,125,000)	Across the board reduction in service delivery. Key positions will remain unfilled.
Staff Comment: Staff believes that these are acceptable reductions.			
	Subtotal @ Executive's Budget	(\$10,622,800)	

PARK PROGRAMS

The Program budget provides the Committee with an opportunity to consider the resources of the Department on a program by program basis. All programs are presented below except those that are part of the Enterprise Fund or Property Management Fund (which will be considered April 28).

The information provided below is a combination of information on the program pages, the divisional summaries and additional information provided at Staff's request (e.g., enhancements of existing programs were not described in the budget – an important omission). To have all of this information in one place, the Department should continue to refine the program budget so that each program page has a clear explanation of changes contemplated for the program (both enhancement to existing programs and new initiatives). Similarly, while the total cost of professional services was listed on the program page, no detail was provided and Staff had to ask the Department of Parks staff to provide it for this memorandum. This should appear on the program page.

Due to the fiscal constraints faced by the County, Staff has supported very few of the increases in services, whether characterized as new initiatives or additions to the base. There are a limited number that Staff believes should be considered for the reconciliation list. In making this determination, Staff focused on those programs and initiatives, which if not funded this year, could have a longer term impact. For example, a decision to limit funding for non-native invasive species, could lead to further spreading or the death of a healthy tree that is overtaken, something that is not reversible. On the other hand, if the Department fails to adequately mow an open field, it can easily be corrected in the future with additional funds for mowing.

PROGRAM: MANAGEMENT AND ADMINISTRATION (page 287-300)

This program provides the Parks Department with the organization and leadership that ensures the Department meets or exceeds the mission, goals, and objectives of the Department.

Management and Administration

This program provides management and administration for the entire work program including the development, implementation and monitoring of all programs. Expenditures include all items within support services, such as utilities, GASB45, health and retirement benefits, accrued leave, unemployment benefits, printing and publications, insurance, and long-term disability benefits.

Management and Administration

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
45.4	+5.5	0	50.9

Professional Services FY08		Professional Services FY09	
Customer Service	\$23,500	Customer Service	\$15,000
Graphic Design Services	\$23,500	Graphic Design Services	\$30,000
Photography Services	\$8,000	Photography Services	\$5,000
Public-Private Partnership	\$50,000	Media Training	\$10,000
Continued development of the Web-based Training Initiative for Volunteers	\$10,000	Continued development of the Web-based Training Initiative for Volunteers	\$5,000
Specialized Professional Services	\$73,500	Specialized Professional Services	\$90,000
Fingerprinting	\$4,000	Fingerprint screening	\$4,000
Educational Training for park employees	\$50,000	Employment and development training (New Initiative)	\$100,000
Network and Technology Support	\$23,500	Consultant to assist in streamlining permit process	\$3,000
Local Area Network Enhancements	\$39,500	Local Area Network Enhancements	\$80,000
		Network and Technology Support	\$30,000
Misc. Consulting for Region	\$3000	Leak Detection system for Tanks, Asbestos/Lead/Mold Remediation and Architectural/Engineering Services	\$9,600
Ground Water Monitoring for Soccerplex, Bonifant Landfill	\$35,000	Ground Water Monitoring for Soccerplex, Bonifant Landfill	\$37,000
		Bathroom Renovations for various parks	\$4,400
		Park User Satisfaction Survey	\$100,000
		Misc. Consulting for Region	\$3,000
		Customer Service Contract	\$2,200
TOTAL	\$343,500		\$528,200

New Initiatives:

- Employee Development and Training (p.290) - \$100,000 for professional services.
- Performance Awards (page 291) – Increase from existing \$50,000 to \$100,000
- Internships and Fellowships (page 292) Increase from existing \$40,700 to \$85,700.

Non-Recommendation Reductions Proposed by M-NCPPC: Eliminate all new initiatives and program enhancements.

Staff Comments: Staff agrees that all new initiatives and program enhancements should be eliminated. The Committee may also want to inquire about the increase in workyears for this program.

Partnerships (page 293)

This program is responsible for identifying and managing for-profit and not-for-profit public/private partnerships, which create new and expanded recreational facilities for the Department of Parks.

Partnerships

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
7.7	-0.1	0	7.6

Professional Services FY08		Professional Services FY09	
		Consulting Services (New Initiative)	\$50,000
TOTAL			\$50,000

New Initiatives:

- Public/Private Partnership Audit and Analysis (page 294) \$50,000 for a contractor to conduct an extensive audit and analysis.

Non-Recommendation Reductions Proposed by M-NCPPC: Eliminate all new initiatives

Staff Comments: Do not support new initiative.

Third Party Support (including pools - page 297)

This program provides administration, policing, and assistance related to events hosted by non-park groups on parkland or in park facilities. This program is primarily comprised of park Police support for the Department of Recreation's four aquatic centers, nine community centers, and the myriad of events hosted by public or private organizations on parkland.

Third Party Support

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
10.3	+4.0	0	14.3

Non-Recommendation Reductions Proposed by M-NCPPC: Discontinue MCPS ballfield maintenance (\$712,000); discontinue support to/cancel Special Events (Fair, Arbor Day, Oktoberfest, Kids Fest, Marathon, July 4th Fireworks, more (\$75,000);

Staff Comments: Staff believes that M-NCPPC must continue to maintain school fields as long as they will continue to maintain park fields and that reductions in service should be comparable. Since the Department has not proposed any reduction in existing expenditures for park fields, (but put proposed program increases on the list of non-recommended reductions), they should not cut funding for school fields. Staff believes the Committee should ask for additional information regarding special events to determine the number of people who attend each event and the role of the Department.

Park Planning (p. 298) - *(formerly Planning for Services and Planning for Stewardship)*

This program works to ensure a balance between stewardship of natural and cultural resources and recreation in County parks. Some long-range plans include the: Countywide Comprehensive Park Plan; Land Preservation, Parks, and Recreation Open Space Plan; Countywide Park Trails Plan; and Legacy Open Space Functional Master Plan.

Park Planning

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
47.70	-20.20	.70	28.20

Professional Services	FY08	Professional Services FY09	
Continuation of structural assessment study begun in FY06	\$150,000	Continuation of structural assessment study begun in FY06	\$150,000
		Bathroom renovations for various parks	\$6,400
		Leak Detection system for Tanks, Asbestos/Lead/Mold Remediation and Architectural/Engineering Services	\$13,600
TOTAL			\$170,000

New Initiatives:

- Park Planning and Urban Parks (page 299) – This initiative will enable the Department to increase emphasis on the planning and character of urban parks. 0.7 workyear for a park planner (\$59,500), \$30,000 for a vehicle, and \$6,500 for supplies and materials.

Non-Recommendation Reductions Proposed by M-NCPPC: Do not fund new initiatives.

Staff Comments: Do not fund new initiative.

PARK SERVICES (p. 303-333)

Park Services provides numerous structured, programmed and unprogrammed activities for County residents to enjoy and experience all aspects of the parks.

SUB PROGRAM: ORGANIZED SPORTS

Baseball and Softball (page 305)

The baseball and softball program element provides a comprehensive countywide program of care and maintenance to provide safe, functional playing fields for youth and adult play.

Baseball and Softball

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
44.1	1.6	0	45.7

Non-Recommendation Reductions Proposed by M-NCPPC: None specific to this program.

Staff Comments: Support as submitted.

Field Sports (page 306)

The Field Sports program provides a countywide program for the maintenance and operation of the Department's 104 rectangular sports fields to provide safe, functional sports fields for youth and adult play.

Field Sports

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
40.6	-1.4	.5	39.7

Professional Services	FY08	Professional Services	FY09
		Maintenance Services Contract (New Initiative)	\$465,700
TOTAL			\$465,700

New Initiatives:

- Maintenance Services Contract for enhanced field care (\$465,700)

Non-Recommendation Reductions Proposed by M-NCPPC: Do not fund new initiatives

Staff Comments: Staff concurs that this new initiative should not be funded to increase field care for park fields (particularly M-NCPPC has recommended eliminating field care for school fields).

Multi-Use Courts (page 308)

The Multi-Use Court program provides a comprehensive countywide inspection and maintenance program to provide safe, functional play courts used mainly for basketball and free play.

Multi-Use Courts

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
7.0	.6	0	7.6

Non-Recommendation Reductions Proposed by M-NCPPC: None specific to this program.

Staff Comments: Support as submitted.

Adventure Sports (page 310)

This program provides recreational opportunities in the form of non-traditional facilities and activities that include skate parks, archery ranges, fishing programs, kayaking programs, and cross county skiing opportunities.

Adventure Sports

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
0	1.1	0	1.1

Non-Recommendation Reductions Proposed by M-NCPPC: Do not support any new initiatives.

Staff Comments: This new initiative is funded via a shift in exiting staff resources, rather than an increase in staff or other costs and Staff believes it should be supported to begin to plan for services that have not been traditionally provide by the Department of Parks and have grown in popularity.

SUBPROGRAM: REGIONAL ATTRACTIONS (page 311)**Equestrian Centers (page 314)**

This program provides for the development, operation, maintenance, and/or lease administration of several equestrian facilities throughout the County.

Equestrian Centers

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
4.5	1.3	0	5.8

Professional Services	FY08	Professional Services	FY09
		Consulting Services (New Initiatives)	\$150,000
TOTAL			\$150,000

Non-Recommendation Reductions Proposed by M-NCPPC: Do not fund the new initiative

Staff Comments: Do not fund new initiative.

SUBPROGRAM: MEETING AND GATHERING PLACES (page 320)**Maintained Open Space (page 321)**

This program provides basic maintenance (mowing, trash removal, litter pick-up and wildflower areas) for areas within parks that are used by the public but not scheduled or permitted for organized activity.

Maintained Open Space

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
99.4	-6.3	0	93.1

Non-Recommendation Reductions Proposed by M-NCPPC: 5% Selective Service Reductions.

Staff Comments: The Maintained Open Space program has more workyears associated with it than other programs. As Staff noted last year, Staff believes that unprogrammed areas also provide the greatest opportunities for increased efficiencies (e.g., reducing areas to be mowed, more aggressively implementing recommendations to reduce waste collection costs, checking

routing of maintenance visits to minimize travel time, implementing tiered maintenance to provide high levels of service to heavily used parks and lower levels to less heavily used parks, etc.). Therefore Staff supports this non-recommended reduction. Should the Committee believe that further reductions in the Parks budget are necessary, it may wish to further reduce resources associated with this program. Regardless, Staff believes that far more thought should be given to this program and opportunities to reduce costs.

Picnic Shelters (page 322)

This program provides for the operation and maintenance of covered picnic shelters.

Picnic Shelters

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
14.0	0.5	0	14.5

Professional Services	FY08	Professional Services	FY09
		Leak Detection system for Tanks, Asbestos/Lead/Mold Remediation and Architectural/Engineering Services	\$6,800
		Bathroom renovations for various parks	\$3,200
TOTAL			\$10,000

Non-Recommendation Reductions Proposed by M-NCPPC: None specific to this program

Staff Comments: Support as submitted.

Playgrounds (page 323)

This program provides for the inspection, repair, replacement, and maintenance of playground facilities.

Playgrounds

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
28.3	2.3	1.4	32.0

New Initiatives:

- Ensuring Playground Safety (\$121,100). This initiative requires 1.4 work years for a 2 person playground crew (\$79,100) and \$42,000 for supplies, materials, and equipment.

Non-Recommendation Reductions Proposed by M-NCPPC: Do not fund new initiatives.

Staff Comments: Due to fiscal constraints, Staff does not recommend funding for this new initiative and further notes that the Council provided increased funding for playground maintenance and inspection last year.

Dog Parks (page 325)

This program provides for the inspection, repair and maintenance of dog exercise areas as well as the planning of future dog parks in other locations.

Dog Parks

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
4.9	-0.4	0	4.5

Non-Recommendation Reductions Proposed by M-NCPPC: None

Staff Comments: Staff supports the program as submitted.

Park Activity Buildings (page 326) (formerly Recreation Centers)

This program provides for the management, maintenance, permitting and administration of the park system's small one-room structures.

Park Activity Buildings

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
36.7	11.7	1.4	49.80

Professional Services	FY08	Professional Services	FY09
		Leak Detection system for Tanks, Asbestos/Lead/Mold Remediation and Architectural/Engineering Services	\$27,300
		Bathroom renovations for various parks	\$12,700
TOTAL			\$40,000

Non-Recommendation Reductions Proposed by M-NCPPC: Rather than undertake a continued assessment of these building, the non-recommended reductions would close 23 of 31 existing park recreation buildings (see © 28 to 30).

Staff Comments: The PHED Committee was briefed on the study of Park Facility buildings last June and was told that the Department of Parks was going to spend several months soliciting public input on the potential closures of some of these facilities. The budget situation may speed this analysis and force additional buildings to close than may have were no fiscal constraints, but Staff believes it is appropriate to close those facilities that are not heavily used, rather than further cut services for far more heavily used programs.

Group Picnic Areas (page 329)

This program provides covered, secure areas for picnicking or grilling, open-air fields for group activities, and restrooms.

Group Picnic Areas

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
7.7	1.7	0	9.4

Non-Recommendation Reductions Proposed by M-NCPPC: None specific to this program.

Staff Comments: Due to fiscal constraints, Staff does not support any increase in workyears.

SUB PROGRAM: TRAILS AND PARKWAYS

Scenic Parkway Experiences (page 331)

This program provides for the care and maintenance of Sligo Creek Parkway, Little Falls Parkway, and Beach Drive (including stream valley preservation).

Scenic Parkway Experiences

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
29.1	-0.6	0	28.5

Professional Services	FY08	Professional Services	FY09
Specialist/consultant services as required	\$1,000	Contract	\$30,000
		Specialist/consultant services as required	\$1,000
		Consultant Services (New Initiative)	\$25,000
TOTAL	\$1,000		\$56,000

New Initiatives:

- Traffic Control on Park Roads (p. 332) - \$25,000 to contract the services of a licensed traffic engineer as needed.

Non-Recommendation Reductions Proposed by M-NCPPC: Do not support new initiatives.

Staff Comments: The Committee may want to ask for further details on the professional services associated with this program to determine whether any are necessary.

Trails- Paved (page 333)

This program provides for the maintenance and administration of more than 70 miles of paved trails in the parks.

Trails- Paved

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
32.0	5.9	0	37.9

Non-Recommendation Reductions Proposed by M-NCPPC: None specific to this program

Staff Comments: The Committee may want to discuss the need for an increase in staffing for this program as proposed in the budget. The existing program provides 18 hours per week per mile of trail (i.e., 4.5 workyears for each 10 miles of trail). Although trails are very heavily used, it is unclear from the budget why an increase is needed given the resources already dedicated to this program.

PROGRAM: STEWARDSHIP OF NATURAL AND CULTURAL RESOURCES (page 398)

SUB PROGRAM: LAND AND RESOURCE MANAGEMENT (page 399)

Arboriculture (page 339)

This program provides for the management, operation, and administration of a countywide comprehensive tree care program to protect forest resources.

Arboriculture

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
39.1	-2.9	0	36.2

Professional Services	FY08	Professional Services	FY09
Tree Maintenance	\$75,000	Tree Maintenance	\$78,000
		Trail and Paving Maintenance	\$75,000
TOTAL	\$75,000		\$153,000

Non-Recommendation Reductions Proposed by M-NCPPC: None specific to this program.

Staff Comments: Support program as submitted.

Horticulture (page 340)

This program provides for the management, operation, and administration of countywide comprehensive services to support the development, beautification, maintenance, conservation, and renovation of parks, public gardens and facilities.

Horticulture

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
62.2	-7.2	0.7	55.7

Professional Services	FY08	Professional Services	FY09
Contract for large tree removal	\$50,000	Contract for large tree removal	\$52,000
Storm Water Management Contract	\$97,000	Storm Water Management Contract	\$105,900
		Contingency emergency work based upon experience	\$10,000
TOTAL	\$147,000		\$167,900

New Initiatives:

- Green Management Practices (p. 341)- \$86,500 for 0.7 workyear for an Integrated Pest Management Coordinator (\$45,500), for supplies and materials (\$15,000), and a vehicle (\$26,000).

Non-Recommendation Reductions Proposed by M-NCPPC: Do not fund any new initiative and 5% selective service reductions.

Staff Comments: Staff concurs with the recommendation not to fund the integrated pest management coordinator and notes that the Council rejected this same request last year since the Council believed that integrated pest management should be the responsibility of each employee and not concentrated in a new position. Staff concurs with the 5% service reductions.

Natural Resources Management (page 342)

This program preserves, protects and enhances the natural environment through the implementation of natural resource plans, reforestation, rare species/habitat protection, habitat and stream restoration, non-native invasive plant management, wildlife management, implementation of the Deer Management Program and other work related to protecting natural resources within parks.

Natural Resources Management

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
36.5	-4.6	0	31.9

Professional Services	FY08	Professional Services	FY09
Montgomery Weed Control	\$45,000	Montgomery Weed Control	\$45,000
Frederick Weed Control	\$20,000	Frederick Weed Control	\$20,000
Contract out for nonnative invasive/habitat restoration program	\$65,000		
TOTAL	\$130,000		\$65,000

New Initiatives:

- Restoring and Preserving Forest Habitat (p. 343) - \$16,000 to restore native vegetation to areas that have been treated to remove non-native invasive species.

Non-Recommendation Reductions Proposed by M-NCPPC: Do not fund new initiatives and a 15% reduction in funds for non-native invasive plant management and white tailed deer program.

Staff Comments: Staff agrees with the \$16,000 reduction and Staff believes this should be placed on the reconciliation list. Staff believes the Committee should work to find an alternative reduction to any further decrease in funds for non-native invasive plant management since this problem will only become worse overtime if not addressed.

Archaeological and Historic Site Management (page 344)

This program preserves and protects archaeological and historical sites, conserves archaeological and historical collections and records, uses and shares archaeological and historical research and provides public education regarding archaeological and historical resources.

Archaeological and Historic Site Management

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
5.6	-2.7	1.0	9.3

New Initiatives:

- Archaeological & Historical Site Management (p. 345)- \$123,800 for 0.3 workyears for a Preservation Architect (\$25,800), 0.7 workyears for an Architectural Historian Project Manager (\$64,500) and equipment and a vehicle (33,500) and costs associated, \$199,400 for professional services, \$10,000 for rental space, and \$24,000 for ISF vehicle cost.

Non-Recommendation Reductions Proposed by M-NCPPC: Do not support any new initiative.

Staff Comments: Staff concurs with the Planning Board recommendation to not fund this new initiative.

Streams (page 346)

This new program protects the Department's streams by ensuring best management of streams and their biota within the parks.

Streams

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
1.3	10.1	2.1	13.5

New Initiatives:

- Protecting Water Quality and Aquatic Biodiversity (p. 347)- \$241,800 for 2.1 workyears for a sustainable wetlands horticulturalist (\$45,500), an engineer (\$65,000), a stream ecologist (\$62,300), \$18,000 in related supplies, and \$51,000 for a vehicle and an electric cart.

Non-Recommendation Reductions Proposed by M-NCPPC: Do not fund new initiatives.

Staff Comments: Staff supports the reallocation of staff to allow for the creation of the program but also agrees with the Planning Board's non-recommended reduction to not fund the new positions, vehicle and supplies.

Trails – Natural Surface (page 348)

This program provides design, construction, renovation, maintenance, signage, inspection and standards for natural surface trails in parks.

Trails – Natural Surface

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
14.8	0.7	0	15.5

Non-Recommendation Reductions Proposed by M-NCPPC: None specific to this program.

Staff Comments: Support as submitted.

Agricultural Support (page 349)

This program manages the monoculture use of active park agricultural lands, and complements and strengthens the existing agricultural preservation program.

Agricultural Support

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
4.2	2.0	0	6.2

Non-Recommendation Reductions Proposed by M-NCPPC: None specific to this program.

Staff Comments: The Committee may want to discuss the rationale for the increase in staffing for this program.

SUB PROGRAM: EDUCATION AND INTERPRETATION (page 409)

Nature Centers (page 351)

This program accounts for the maintenance, operation, programming, and administration of nature-related activities at the Department's four Nature Centers.

Nature Centers

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
33.9	6.1	0.7	40.7

Professional Services	FY08	Professional Services	FY09
Veterinary Services	\$2,000	Veterinary Services	\$2,000
		Licensing Agreements	\$1,600
TOTAL	\$2,000		\$3,600

New Initiatives:

- Outreach Naturalist (p. 352) - \$95,600 for 0.7 workyears for an interpretive naturalist (460,000), a vehicle (\$30,000) and supplies and materials (\$5,000). \$5,000 offsetting revenue.

Non-Recommendation Reductions Proposed by M-NCPPC: Do not fund new initiatives.

Staff Comments: Staff supports the Planning Board non-recommended reduction and would not support an increase in staffing for Nature Centers without a broader review of the strategic plan for these centers.

Public Gardens (page 353)

This program is responsible for the maintenance, programming and development of Brookside and McCrillis Gardens.

Public Gardens

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
24.9	7.6	0	32.5

Professional Services	FY08	Professional Services	FY09
Provide outreach for no child left inside program	\$3,000	Contract for comprehensive visitor survey	\$54,800
TOTAL	\$3,000		\$54,800

Non-Recommendation Reductions Proposed by M-NCPPC: Do not support new initiatives (staff assumes this includes the visitor survey but the Department of Parks may wish to clarify).

Staff Comments: It is unclear why the Department is requesting a significant increase in staff resources and the Committee may wish to receive further information on this.

Archaeological and Historic Site Interpretation (page 354)

This program provides a comprehensive countywide program of stewardship and educational outreach that focuses on the preservation, research, and creative programming of the County's non-renewable and fragile archaeological and historical resources.

Archaeological and Historic Site Interpretation

FY08 WKYRs	Readjustment of Existing WKYRs	New Initiative WKYRs	FY09 WKYRs
7.0	-0.3	0	6.7

Non-Recommendation Reductions Proposed by M-NCPPC: None specific to the program.

Staff Comments: Support as submitted.

REVENUES

Other than for Enterprise Fund facilities, the Department of Parks charges only limited fees for use of its Parks. The Council has discussed this in the past and considered various alternatives. The year may be an appropriate time to reconsider either increasing existing fees or charging fees for services currently provided free of charge. An example of an option for increasing fees is the Department's suggestion to reconsider the fees for ballfield permits. The Department charges \$48 for a permit to reserve a field in a local park for an entire season. The revenues generated by this do little to cover the estimated \$9 million in costs associated with fields. The Department is now considering charging an hourly fee for use of a field with the goal of modestly raising the revenue associated with field use. Staff supports this concept and believes that the Committee should incorporate the estimated additional revenue into the budget.

The other alternative is to charge fees for services for which fees are not currently assessed. Prime candidates would be entrance fees at a few limited special facilities (such as Brookside Gardens or Nature Centers) or parking meters at the large Recreational or Regional Parks. One option would be to consider a two tiered system that would charge a higher fee for out-of-county residents. If M-NCPPC were to provide an identification card, as some jurisdictions do, it would simplify the process for providing reduced or no fees for those unable to afford entrance fees.

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April 7, 2008

TO: Planning, Housing and Economic Development Committee

Marlene Michaelson, Council Staff

FROM: Royce Hanson, Chairman, Montgomery County Planning Board

SUBJECT: Responses to Questions for FY09 Proposed Budget Work Session – April 14, 2008

Attached, please find the responses to the questions asked by Council Staff in preparation of our April 14, 2008 work session. The work session is primarily for the Parks Department however, we have included responses to certain general questions as requested. As you are well aware, the budget proposed by the County Executive cuts deeply into our work program.

The Executive recommendation would eliminate or cripple not only proposed initiatives but existing programs. The recommended cuts are so deep that the Departments would have to reduce the maintenance of service or base budget levels. These cuts are dangerous the Commission and the County. Not many years ago, the Commission's budgets were at such levels as to cause the Council to institute remedial actions. We cannot allow this to happen again.

We are exploring both retirement incentives and effectiveness and efficiency measures to address the cuts. The attached material accurately and realistically describes the impact of these cuts on the work program and service delivery

The Parks Department is faced with severe cuts against growing resident demands. It will be impossible to meet the public expectations for recreation programs and park services with the Executive's proposed resource allocation level. To recap some key figures:

	Millions	Difference to PB Request
Planning Board's Requested Budget	\$90.2	-
Executive's Recommended Budget	\$79.6	(\$10.6)
2% Below Executive's Budget	\$78.0	(\$12.2)
Same Services Budget	\$87.1	(\$3.1)

Our problem is apparent. The gap between our request and 2% below the Executive's Recommended Budget is \$12.2 million. The gap between 2% below the Executive's Recommended Budget and a same services budget is \$7.5M. Cuts to achieve these levels are drastic will be devastating to the park system and its users.

One way of ameliorating these deep cuts is to raise substantially park user fees in order to keep popular services open. Currently, fees do not match true costs – by design--in order to keep public parks and programs affordable. For example, operating our park ballfields (at least 296 athletic fields requiring maintenance, intense turf preparation, lining, patrol, repair, contracts, permits, cleanup, etc.) costs nearly \$9 million per year. Even with the efficiencies gained from SmartParks data, crew scheduling, adopt-a-field programs, and other savings, that still can reach over \$30,000 per field, per year. We currently charge only \$48 for a permit to use our **local** fields for an entire season, an amount we have been trying to raise to an hourly fee without success. While we could never recover the true cost of the ballfields and still claim to be a public service, we could switch to a modest hourly rate to at least come closer. Permit staff is in the process of determining an appropriate fee based on conversation with other permitting agencies as well as competitive research on the fees charged by other regional jurisdictions. We will be prepared to discuss this in further detail at our second worksession.

It is likely that a major increase in fees will result in less usage, and it is certain that it will result in some users being unable to use permitted fields. But with the reductions in resources necessitated by the executive's budget recommendations, the alternative is further deterioration in field and facility maintenance in the face of ever-growing demand.

Our non-recommended cut list for the Parks Department is attached. All cuts have dire consequences which are stated. We detailed cuts that achieved the Executive's level. We stopped short of naming specific cuts below that level, but can say that additional closure of parks and /or park facilities above and beyond the non-recommended reductions and a reduction in force would be necessary.

The value of the park system to the County's residents has been recently been confirmed by the Montgomery County Resident Survey. We will do all in our power to convince the PHED Committee and Council that cuts to achieve a Parks budget near or below the Executive's budget will be devastating to Parks and Park users. Facilities will be closed, school athletic fields will deteriorate, community events will be cancelled, open spaces will deteriorate, policing will be less frequent, invasive plants will spread, and planting and landscaping will be curtailed.

We will be prepared to speak to these cuts in detail at the PHED committee meeting

The Planning Department is looking at organizational as well as programmatic changes to efficiency and effectiveness gains along with our CAS offices. Responses to specific Staff questions will be sent next week for the April 21st work session.

The Planning Board is very aware of the severity of the County's fiscal situation and is ready to work with the Council.

Attachment 1

Planning Board Request	\$90,255,600
Executive's Budget	\$79,633,370
Difference - Planning Board Request / Executive's Recommended Budget	(\$10,622,230)
2% Below Executive's Budget	\$78,040,770
Difference - Planning Board Request / 2% Below Executive's Recommended Budget	(\$12,214,830)

NON-RECOMMENDED Park Fund Reductions / Savings Measures

<u>Impacted Program</u>	<u>Savings Measure</u>	<u>Reduction from Requested Budget</u>	<u>Consequences If Not Funded</u>
None-fiscal planning issue	Longer Phase-in of Post Employment Health Benefits - GASB 45	(\$340,000)	Estimate of savings from longer phase-in (8 years)
Multiple	Eliminate All FY 09 New Initiatives	(\$2,978,400)	See Attachment A.
Crosscutting	Eliminate Increases in Supplies, Other Services, and Capital Outlay	(\$527,300)	See Attachment B.
Multiple	Eliminate Base Budget Improvements	(\$634,300)	See Attachment C.
Crosscutting	Eliminate Technology Improvements	(\$230,000)	See Attachment D.
Crosscutting	Increase Salary Lapse from requested 4.5% to 6.5%.	(\$1,154,800)	Will intentionally delay hiring of approximately 15 positions throughout year resulting in across the board reduction in service.
Third Party Support	Discontinue MCPS Ballfield Maintenance Contract	(\$712,000)	172 Athletic Fields at 71 elementary and middle schools will deteriorate unless MCPS funds maintenance.
Park Activity Buildings	Close, Transfer, or Demolish 23 Park Activity Buildings and 3 Ancillary Buildings.	(\$430,000)	See Attachment E.
Organized Sports	Raise Athletic Field Usage Fees	(\$100,000)	Increased fees to users.
Third Party Support	Discontinue Support to / cancel Special Events (Fair, Arbor Day, Oktoberfest, Kids Fest, Marathon, July 4th Fireworks, more.)	(\$75,000)	Events will be cancelled, or event supporters will be required to bear the full cost of managing the event.

Crosscutting	Implement Retirement Incentives	(\$350,000)	Across the board reduction in service delivery. Unpredictable cost / benefit.
Crosscutting	Eliminate / Reduce 25% of Service Contracts	(\$350,000)	Across the board reduction in service delivery. Cuts to tree maintenance, organizational development consultants, use and visitation surveys customer service surveys, and infrastructure condition assessments.
Crosscutting	Eliminate / Reduce 25% Training / Travel	(\$40,000)	Across the board reduction in service delivery. Reduced employee efficiency.
Crosscutting	Cut Overtime 20%	(\$140,000)	Across the board reduction in service delivery. Compromised ability to respond including weekend coverage at parks when they are at peak use.
Horticulture	5% Selective Service Reductions (Program 55WY; \$5.3M)	(\$265,000)	Eliminate / cut back Spring and Summer annual planting program, interior plant program, and composting program.
Managed Open Space	5% Selective Service Reductions (Program 93WY; \$8.5M)	(\$425,000)	See Attachment F. An overall reduction in the physical condition and appearance of park open spaces, urban parks, and neighborhood parks. More litter, higher grass, less frequent policing, facilities in disrepair. More complaints.
Natural Resource Management	Reduce Non-native Invasive Plant Management and Management of White Tailed Deer Programs by 15%	(\$110,000)	More invasive plants; more deer. Declined biodiversity and ecosystems. More complaints.
Crosscutting	Forego Operating Budget Increase of Capital Projects (OBI)	(\$636,000)	Funding for maintenance, policing, And utility costs for new facilities opened in FY 08 & FY 09 will not be available. Services can only be provided by an across the board reduction in policing and maintenance
Crosscutting	Freeze all remaining vacant positions equivalent to 15 WY. Total budgeted lapse rate would be approximately 8.5%	(\$1,125,000)	Across the board reduction in service delivery. Key positions will remain unfilled.
Subtotal @ Executive's Budget		(\$10,622,800)	

Additional Reductions to cut to 2% below the Executives Recommended Budget would result in closure of parks and /or park facilities and a reduction in force or equivalent measures.

Attachment 2

Planning Department Responses

4. *What cost savings would be possible with an early retirement incentive? Are there other non-monetary benefits that should be considered?*

There are currently 31 employees in the Planning Department who are eligible for normal retirement benefits. If the Commission offers a retirement incentive package similar to the County's (\$25,000), to these employees the following scenarios of savings would be achievable:

Number Accepting Incentive	Compensation Savings for 2/3 of Fiscal Year	Cost of Incentive	Realized Savings in FY09
5	\$503,500	\$125,000	\$378,500
10	\$1,007,000	\$250,000	\$757,000
15	\$1,510,500	\$375,000	\$1,135,500

Beyond the monetary benefit of the realized savings, the incentive offers the Planning Department additional opportunities for implementing organizational restructuring, reducing and improving the department management and supervisory structure, and safeguarding the benefits of the successful recruitment efforts of the past year.

5. *What have the vacancy rates been for each quarter of the past 3 years? Frozen positions should be included in calculating the vacancy rate.*

Authorized Positions 166				Authorized Positions 169				Authorized Positions 176			
2006	Quarters		Planning Vacancy Rate	2007	Quarters		Planning Vacancy Rate	2008	Quarters		Planning Vacancy Rate
	1	Sept. 2005	19 11.45%		1	Sept. 2006	25 14.79%		1	Sept. 2007	24 13.64%
	Recruitable Vacancies		13 7.83%		Recruitable Vacancies		15 8.88%		Recruitable Vacancies		10 5.68%
	Mandated		6 3.61%		Lapse		10 5.92%		Lapse		14 7.95%
	2	Dec. 2005	16 9.64%		2	Dec. 2006	23 13.61%		2	Dec. 2007	8 4.55%
	Recruitable Vacancies		10 6.02%		Recruitable Vacancies		13 7.69%		Recruitable Vacancies		6 3.41%
	Mandated		6 3.61%		Lapse		10 5.92%		Lapse		14 7.95%
	3	Mar. 2006	28 16.87%		3	Mar. 2007	17 10.06%		3	Mar. 2008	8 4.55%
	Recruitable Vacancies		22 13.23%		Recruitable Vacancies		7 4.14%		Recruitable Vacancies		6 3.41%
	(imposed) Lapse		6 3.61%		Lapse		10 5.92%		Lapse		14 7.95%
2006	4	Jun. 2006	27 16.27%	2007	4	Jun. 2007	14 8.28%	2008	4	Jun. 2008	0.00%
	Recruitable Vacancies		21 12.65%		Recruitable Vacancies		4 2.37%		Recruitable Vacancies		0.00%
	Mandated		6 3.61%		Lapse		10 5.92%		Lapse		14 7.95%
	(imposed) Lapse		6 3.61%		Lapse		10 5.92%		Lapse		14 7.95%

7. What cost savings can be achieved by phasing in GASB over 8 years and only contributing the amount necessary to complete the third 1/8 payment this year?

The Planning Department will reduce the GASB payment by \$105,700 per year. Compliance with the GASB requirement began in FY08; staff is trying to determine if the reduction can be applied to the current year's contribution. Initial indications are there may be difficulties due to requirements of the trust fund.

Questions for all Departments

1. What reductions would be necessary to achieve the Executive-recommended level of funding?

To achieve the level of the Executive's Recommended Budget, \$10.6 million has to be cut from the Planning Board Request of \$90.2 million. To put this cut in context, our funding need to achieve a same services budget compared to FY 08 is \$87.1 million, and the Executive's Recommended Budget is \$79.6 million. The same services budget includes increases for employee compensation and benefits, risk management costs, annualizing new positions, operating impact of capital projects, and inflation on utilities, supplies, and services.

Cuts to achieve the Executive's level are drastic will be devastating to the park system and its users. Our non-recommended cut list is attached. We detailed cuts that achieved the Executive's level. All cuts have dire consequences which are stated.

The value of the park system to the County's residents has been recently been confirmed by the Montgomery County Resident Survey. While we acknowledge the current economic condition requires fiscal constraint and that Parks must bear their share of the pain, we will do all in our power to convince the PHED Committee and Council that cuts to achieve a Parks budget near or below the Executive's budget will be devastating to Parks and Park users. Facilities will be closed, school athletic fields will deteriorate, community events will be cancelled, open spaces will deteriorate, policing will less frequent, invasive plants will spread, and planting and landscaping will be curtailed. We will be prepared to speak to these cuts in detail at the PHED committee meeting.

Our cuts are described in Attachment I, which references Attachments A,B,C,D,E, and F.

2. What reductions would be necessary to go 2% below the Executive-recommended level of funding?

The gap between our request and 2% below the Executive's Recommended Budget is \$12.2 million; requiring additional cuts of \$1.6 million. We stopped short of naming specific cuts below Executive's Recommended Budget, but can say that additional closure of parks and /or park facilities above and beyond the non-recommended reductions and a reduction in force would be necessary.

3. Itemize the specific elements and costs of achieving a "same services" budget and any assumption used to generate those cost estimates (e.g. an X% COLA). Planning including an itemization on page 150 – I need this for the other departments, preferably with a bit more detail and assumptions such as the COLA percentage.

Compensation and benefits Increases

COLA	1,734,100
Merit Increases	719,200
Annualization of merit increases granted in FY08	865,500

Increases to benefits	1,674,200
Total	4,993,000

Other Increases (Utility, Risk Management)

Utility cost increases	345,700
Risk Management cost increases	463,900
Total	809,600

Operating Budget Impact (OBI)

4.60 WY cost - See Attachment J	253,100
Non-Personnel OBI cost	383,500
Total	636,600

Increases in Supplies, Other Services, Capital outlay \$527,300

See Attachment B

4. What cost savings would be possible with an early retirement incentive? Are there other non-monetary benefits that should be considered?

Estimates are based on the following assumptions.

Only employees eligible for normal retirement are eligible.

The incentive is a one-time \$25,000 payout.

Approximately 60 employees are eligible.

Their average salary is \$75,000.

The program takes effect July 1, with employees having until July 31st to commit.

1/6th of the eligible employees take the plan.

Half of the vacated positions must be filled – half through internal promotion, half through outside hire at 80% of retiree's salary, with a five month time lag.

Costs and savings are shown below.

Savings: 10 employees at \$75,000/year, prorated for 24 pay periods = $10 \times ((75,000/26) \times 24) = \$692,300$

Costs:

Payout = 10 employees x 25,000 = \$250,000

Outside hires = 2.5 x \$60,000, prorated for 13 pay periods = $2.5 \times ((60,000/26) \times 13) = \$75,000$

Promotions = 2.5 promotions at 5% effective July 31st = $2.5 \times (60,000 \times .05) \times (24/26) = \$6,900$

Total savings = \$360,400

5. What for the vacancy rates been for each quarter of the past 3 years? Frozen positions should not be included in calculating the vacancy rate. See Attachment G
6. What cost savings can be achieved by phasing in GASB over 8 years and only contributing the amount necessary to complete the third 1/8 payment this year?

For the Park Fund, the Commission has already booked \$815,000, or 20% of the total in FY08. Once put into the 115 Trust, it cannot be withdrawn back to the 1/8 level. So, we would equalize the remaining 80% over seven years @ 11.43% per year. This results in a contribution level of \$475,000, or a savings of \$340,000.

7. Given the fiscal situation and the Executive's recommendations, it is highly unlikely that the Council will fund any new initiatives and therefore I will not ask you to provide additional detail on the rationale for each new initiative as I usually do. Could you instead indicate which of the new initiatives you believe are critical (and why) and should be funded even if it would mean a reduction in the funding for another existing program?

At the time the Planning Board the reviewed and adopted the FY 08 budget, the severity of the local economic situation was not as clear as it is now. The staff recommended, and the Board approved many new initiatives; most geared toward reversing a backlog or trend of failing to meet desired standards of care for park facilities and park land.

Among the top priorities were:

- Enhanced Property Maintenance
- Improving Athletic Field Quality and Playability
- Maintenance, Repair and Upgrades to Park Activity Buildings
- Transforming Historic Buildings from Artifacts to Attractions.

These important initiatives, and the consequence of not funding them, are shown on Attachment A. At or below the Executive's recommended budget level, the cuts are so deep into our core service delivery, that there is little opportunity to offset the cost of these initiatives with recommended reductions elsewhere.

Questions for Parks

1. Describe any initiatives over the past year to improve efficiency (providing the same level of service with less staff/resources or providing increased services with the existing staff/resources). See Attachment H
2. One of the Council's primary objectives in funding Smart Parks was to obtain data that would allow them to understand the time and resources to provide particular services

(e.g., the number of hours/cost to maintain a baseball field or the hours/cost to maintain a new local park). An equally important purpose was to provide parks senior management with the ability to judge when a particular service appeared to be provided more or less efficiently at one park or another (e.g., if one team took twice as long to maintain a baseball field as another, senior management could explore whether they was something unique about the park, or whether they was a problem with employee performance). What is the status of this application of Smart Parks?

The primary benefit has been the organization of the work program and the efficiencies achieved from prioritizing and scheduling work using the Work Order Management Module. Improvements have been captured in customer service, all calls are recorded and can be followed through the process, work is organized, prioritized and is not forgotten. Duplication of work requests are virtually eliminated, and crew idle time is reduced due to the ability to track each crew for work assigned and completed.

In the Central Maintenance Division, and in the Horticultural Services Division, the Work Order Management capabilities have streamlined and improved the management and organization of the workload, and the identification of how resources have historically been deployed, and where resources need to be deployed. In both Divisions we have moved from a response driven work program to a largely prioritized planned and scheduled work program. The ability to effectively sort work requests into CIP, Major Maintenance and routine repairs has improved our planning for renovation, repairs and restoration budgets, and helped eliminate duplication and many hidden costs.

The reporting capability of Facility Focus has been useful to our managers in several instances as well as for ongoing evaluations of the data collection. We have successfully used the cost data to document our efforts in storm cleanup for the purpose of FEMA reimbursements. We have prepared a comparison of maintenance costs by park type (Regional, Recreational, SVU, etc) for use in the Municipal Tax Duplication Task Force. We routinely review the hours and costs by crew type (landscape, ballfield, playground, etc.) in order to validate time entries and accuracy of data. Regional managers use data from report which indicate work order backlogs, and open work orders, and then use that data to reprioritize the work of their crews. We also look across park types to identify large variances in costs and to determine why such variances exist.

Other huge benefits, which we are beginning to realize is the capability to utilize the information we are gathering in our Condition Assessment Study (FEA Contract). This data has given the department the necessary information to determine the costs to maintain specific assets and then help determine if the asset is meeting the departments mission. The Activities Building report was a direct result of this process. Through the Condition Assessment Study and the installation of the Condition Assessment Module the department is managing the ever-growing data by scheduling repetitive and preventative maintenance tasks, while at the same time tracking the Capital Improvement needs and Life Cycle costs of our facilities in the same database as our maintenance and repair records.

3. Please provide the assessment of the park rangers program previously requested by the Committee and the rationale for the requested expansion to the program

Over the past three years, the number of proactive park checks at our "hot spot" local parks has increased by more than two thousand (2000) per season and the number of citizen driven complaints has continued to decrease. In 2005, there were 147 local park complaints in the "hot spot" parks; in 2006 that number dropped to 115 and in 2007, the number again dropped to 82; for a 45% reduction over three years. Because of the nature of the Rangers' role in these areas, it is possible to focus their activities to the problem areas when officers are required to patrol on a much larger scale to cover the county. The Rangers act as additional eyes and ears for the Park Police, without the restrictions of time consuming enforcement and reporting that is required of the officers.

The Park Rangers program has had significant impact on mitigating the problems of unpermitted play. To date Park Rangers have conducted close to 4,000 park checks of these "hot spot" field areas, educating users on appropriate behavior and permitting procedures, and ensuring weather-related use policies are understood and enforced.

4. The budget indicates that 8 of the new workyears is due to "improved services for existing programs and projects" and 11 new workyears are due to new initiatives (page 283). Which programs and projects will have improved services and how are the workyears allocated by program? What are the improvements? See Attachments A, B, C, D & J
5. How are the new workyears for OBI allocated by program? See Attachment J
6. Why does the estimate on page 282 of OBI differ from the one on page 440? Which is correct?

The OBI workyears on page 282 is discounted for delayed hiring. All new requested positions/workyears are reduced by 30% to account for delayed hiring. The workyears on page 440 (CIP section) is before reduction for delayed hiring as indicated in the foot note.

7. For the past two years the PHED Committee has asked you to focus on the performance measures to measure field quality and this does not appear in the budget. The Chair's cover letter notes that additional work would be completed on performance measures between the submission of the budget and Council's budget worksessions. Has work been completed on this issue? For reference an excerpt from last year's memo on this issue at the end of the list of questions.

We are working on performance measures. We will provide materials for the next work session.

8. What is the reason for the 59% decrease in misc. revenue on page 277?

The decrease in miscellaneous revenue is primarily due to one-time revenue transferred from Cable TV Special revenue Fund in FY08. Last year the Council approved the revenue transfer of \$81,300 for cable programming and half of that amount is booked in Park Fund Misc. revenue. The decrease is also due to reduction in permit fees from developers.

9. Why doesn't the property management program (page 295) show the revenues associated with this program? What did the Department do in response to the recommendation during the review of the FY08 budget to consider chargebacks so that true program costs would be more accurately reflected and the Department could consider whether to increase fees to have revenue cover a great portion of total expenditures for this program?

We missed the Property Management revenue on page 295. The property management revenue should be \$947,200 for this Program Element.

10. Explain the large decrease in workyears for the Park Planning and Stewardship Program (page 298)? I assume these positions were shifted to another program but do not know which one.

In the first year of the Department's Program Budget, park planning work was reflected in two Program Elements – Planning for Stewardship and Planning for Services. The criteria used to assign work-years to these Program Elements included both support to the Park Planning and Stewardship Division's work on park policy recommendations in Area Master Plans, Functional Plans, Park Master Plans, and the preliminary program of requirements for Park Facility Plans as well as "planning" work associated with organizing and implementing various park maintenance activities.

Two related changes are reflected in the Proposed FY09 Operating Budget. First, the two planning related program elements, i.e., Planning for Stewardship and Planning for Services were combined into one. Second, the criteria used to assign work-years to the program element were refined to reflect only support for the Park Planning and Stewardship Division's park planning work. The remaining work years were allocated across various program elements under PARK SERVICES.

A summary table follows.

	FY08	FY08	FY08	FY09
	Planning for Stewardship	Planning for Services	Park Planning Total	Park Planning
Parks Comm.	0.5	0.5	1.0	1.0
Comm. Outreach, Media Rel.	0.5	0.5	1.0	1.0
Director's Office	1.0	1.2	2.2	0.1
Park Planning & Stewardship	4.7	6.3	11.0	11.6

Park Development	2.0	4.3	6.3	2.5
Nat. Resources (Horticultural Services)	3.4	0.1	3.5	0.0
Park Police	0.1	2.0	2.1	0.1
Central Maint.	1.2	10.0	11.2	3.1
Northern Region	0.0	0.0	0.0	3.0
Southern Region	0.0	10.0	10.0	4.0
Enterprise	0.0	0.0	0.0	0.0
Res. & Tech.	0.4	0.4	0.8	1.2
Gross Total	13.8	35.3	49.1	27.6
Salary Lapse @ 4.5%	0.6	1.6	2.2	1.2
Total (Net Lapse)	13.2	33.7	46.9	26.4

11. When are the Wheaton and Cabin John Indoor Tennis centers expected to be fully operational and what is the impact on revenues for FY09?

The Cabin John Indoor Tennis facility reopened December 4, 2007 and is fully operational. The facility will be closed July and August 2008 for the scheduled resurfacing and color coating of the courts. The FY09 revenue impact for this closure is projected to be \$48,000. This needed repair was not known at the time of the FY09 budget preparation and therefore neither the expense nor the reduced revenue is included in the FY09 budget submission.

The Wheaton Indoor Tennis facility will be closed the entire Fiscal Year 2008. It is scheduled to reopen in September 2008. The FY09 revenue impact of being closed in July and August 2008 is \$25,000. This revenue reduction is not included in the FY09 budget submission.

12. Equestrian centers (page 314): why are costs in the Park Fund and revenues in the Property Management Fund?

The Equestrian Centers are not self-supporting. Property Mgt. fund does not receive enough revenue to support the cost of the Equestrian facilities. Equestrian Manager's salary is in the Director of Parks fund and a 50% chargeback (\$46,500) is charged to Property Mgt. Fund for his salary. However the chargebacks cost is not shown as Property Management cost in this Program Element since all cost in Program Budget is before chargebacks. In addition, Property Management uses some of the Property Mgt. funding to support the Equestrian Centers. Other funding sources are sought out (i.e. Park fund, CIP, grants, cost-share programs).

13. Golf (page 316): how many workyears are devoted to the South Germantown facility and how many are for oversight of courses operated by the Revenue Authority?

In the program element for Golf shown on page 316, there are 7.0 work years devoted to golf. These work years are for the routine and call-out patrols by Park Police and for the maintenance of the patrol cars plus some other minor maintenance performed by Central Maintenance. There are 0.3 work years devoted to South Germantown and 6.7 work years devoted to the courses operated by the Revenue Authority.

14. Why are the costs for ice skating, tennis, golf, and trains and carousels split between the Enterprise Fund and Park Fund? Doesn't this represent an additional subsidy (beyond the \$1.3 million shown on page 422) from the Park Fund to the Enterprise Fund? Doesn't this also mean that the Enterprise Fund costs shown on pages 422 on are incorrect and understating the true cost?

The program elements for ice skating, tennis, golf, and trains and carousels are primarily Enterprise Fund activities. All these facilities have work years, revenue, and expenditures shown in the Enterprise Fund. However, some of the program elements, such as tennis and camping also have non-Enterprise facilities (outdoor tennis courts and primitive camp grounds) available for use throughout the county that are accounted for in the Park Fund.

All the Enterprise Fund related program elements are supported directly or indirectly by the Park Police, Central Maintenance, and the Northern and/or Southern Regions. The Park Police perform routine and call-out patrols for the Enterprise facilities as they do for all park facilities. The Regions manage, operate, and perform some maintenance tasks for the smaller Enterprise park facilities. Central Maintenance provides maintenance support to all the facilities. For this work, the Regions and Central Maintenance receive a chargeback from the Enterprise Fund. These chargebacks are not reflected in the program element budget sheets. However, the reality is that the chargebacks do not fully cover the cost of all the work provided by the Park Fund employees and therefore do represent an additional undetermined subsidy to the Enterprise Fund operations.

15. Page 406 and 408 appear to have the same charts with different data. Which is correct?

Page 406 is for Northern Region and page 408 is for Southern Region's performance measures. The title (Southern Region Performance Measures) is missing on page 408 of the budget document.

16. Why is the estimated FY08 net revenue for Park Facilities so much less than budgeted (page 433)?

The Park Facilities bottom line in FY08 is estimated to be almost \$300,000 lower than budgeted. The majority of the change is due to unbudgeted or increasing expenditures.

All of the park facilities' revenues are projected to be at or near budget with the exception of our new Camps and Programs activity which, while successful, is not projected to meet its aggressive budget target in FY08. The end result is an estimated decrease in revenue of approximately \$40,000.

For park facilities, expenditures are projected to be about \$260,000 higher than budgeted due to a variety of reasons. Several one-time projects were budgeted for and begun in FY07 but completed and paid for in FY08. Also, the Cabin John train building was cited in August by our building assessment consultant as having asbestos and not meeting ADA requirements. These two projects are projected to cost \$45,000 to correct. And, utility costs are projected to be \$42,000 higher than budgeted.

17. Is it realistic to assume that the entire \$32 million balance in ALARF will be spent in FY09? Doesn't the fund need to retain a year end balance for FY10?

It is not realistic to assume the entire \$32 million in ALARF will be spent in FY-09. The only reason it is shown as an expenditure is because this is "cash on hand" and is essentially money available today, if needed. I don't believe showing any expenditure from ALARF has budget implications, again, because it is "cash on hand" that can only be used for one purpose. Rather than showing the entire ALARF balance for expenditure in FY-09, this money is probably best shown as being spread out over the six year CIP. That is, \$5.3+ million each year, with no appropriation required. Anything not spent in one fiscal year would carry over to the next fiscal year and that carry over amount, along with the balance of the "cash on hand", would constitute the year-end balance.

EXCERPT FROM MAY 7, 2007 PACKET TO COUNCIL

PERFORMANCE MEASURES

Committee Recommendation: The Committee recommends that the Department work on the performance measures requested one year ago for the FY09 budget.

M-NCPPC includes performance measures in various locations in the budget. While some measures are particularly good and clearly linked to program objectives, many more focus exclusively on the frequency with which a service is delivered or length of time to complete a task, even if this is not the primary objective of the program. Recognizing the difficulty in refining program measures, last year the Council asked M-NCPPC to focus on improving one program measure per fund and identified specific measures to be improved.

- In the Park Fund, the Council directed M-NCPPC to develop a better performance measure for athletic fields, noting that existing measures focused exclusively on frequency of service and did not in any way relate to the quality of the field. The Council discussed ways M-NCPPC could begin to rate fields and monitor performance.
- In the Planning Department, the Council asked the Department to begin investigating performance measures related to quality of review and products in the development review process, rather than just the timeliness with which reviews are completed.

- In Central Administrative Services, the Council asked that new measures be developed to better indicate the success of recruitment efforts (to focus on success hiring as opposed to the number of positions advertised).

This budget does not address the measures discussed by the Council last year and Staff recognizes that it would have been difficult to focus on performance measures at the same time the agency was creating its first program budget, but Staff believes this should be a goal for next year.

Montgomery County Department of Parks Attachment A

FY09 New Initiative Summary Sheet

#	New Initiative	Description / Goal	Anticipated Outcome if Funded	Consequences if not Funded	Cost	WY	Page
1	Enhanced Property Maintenance	Improve the condition and usability of approximately 175 leased park facilities and associated parkland.	The park facilities leased to organizations such as Second Chance Wildlife, Red Wiggler, and Great & Small Therapeutic Riding, will be structurally sound and safe. Recent property acquisitions such as Circle Manor, the Hillmead addition, and Wolfarth will be put to good use and properly managed.	Many of these buildings are nearing or have reached the end of their life cycle, with danger of structural failure if repairs are not made. Most tenants lack the resources to make major repairs or improvements. This poses risk to tenants and park patrons and a liability risk for M-NCPPC. Inadequate resources will be available to manage a growing number of leases, resulting in lost revenue and degradation of associated parkland.	\$724,600	2.1	
2	Improving Athletic Field Quality and Playability	Improve overall field quality and playability of the park's 296 athletic fields.	Increased turf cover on park athletic fields, reduced injuries sustained by users, and development of a centralized system to manage field closures and renovations based on use.	Turf and field conditions continue to deteriorate due to overuse and insufficient maintenance, increasing the risk of injury to patrons and substantially limiting the quality and playability of park fields. Continued complaints regarding poor field quality.	\$500,000	0.5	
3	Maintenance, Repair and Upgrades to Park Activity Buildings	Increase the safety and usability of the 31 park activity buildings.	Structurally sound and well-maintained buildings in which community groups or members can safely host parties, meetings or other gatherings.	Most of these buildings are nearing or have reached the end of their life cycle. There is danger of structural failure if repairs are not made. This poses significant risk to users and their guests and a liability risk for M-NCPPC. Continued quality complaints.	\$553,000	1.4	
4	Transforming Historic Buildings from Artifacts to Attractions	Enable the preservation of the system's 110 valued historic buildings and open many sites for interpretation.	The preservation of many of our county's valuable historic sites and the development of a vibrant historical interpretation program that provides residents and visitors the opportunity to connect with the county's rich heritage.	The county will lose valuable and irreplaceable pieces of its history forever as these historic buildings submit to continued "demolition by neglect." Without the requisite manpower needed to run adaptive reuse projects, these buildings will remain vacant, destabilized, open to the elements, prone to vandalism, and inaccessible to the public. The entire gamut of the county's history is represented in the parks, but currently, most of this history is off-limits, the product of hazardous materials, code problems, unsafe structures, and buildings without a partner.	\$123,800	1.0	

Montgomery County Department of Parks Attachment A

FY09 New Initiative Summary Sheet

#	New Initiative	Description / Goal	Anticipated Outcome if Funded	Consequences if not Funded	Cost	WY	Page
5	Employee Development & Training	Increase staff knowledge and proficiency, improving the operation and management of the park system.	A more effective and efficient management and operations team supported by a formal training program that includes core curricula in targeted competencies.	A parks department that is not a nationally recognized leader in park management and operations. Increased liability and exposure. Specialized professionals who do not remain current in their fields. Compromised performance and productivity. Continued failure to provide regular training.	\$100,000		
6	Performance Awards: Retaining and Rewarding Quality Staff	Improve overall staff productivity and increase retention of the department's top performers.	A more motivated and productive workforce.	A valuable tool to reward performance and results will diminish. Performance and results may decline.	\$50,000		
7	Ensuring Playground Safety	Ensure the department's 289 playgrounds are safe and well-maintained.	County children's playgrounds will be safe and up-to-code, clean and free of litter or graffiti. Unsafe materials will be removed or replaced.	Preventive maintenance program standards will not be met, and responses to service requests and repairs will be delayed. New playgrounds added through development of new parks may not receive attention in a timely manner.	\$121,100	1.4	
8	Addressing Public and Animal Safety in Equestrian Centers	Ensure the safety of the patrons and animals at five of our equestrian centers.	Actions will be identified to ensure the life safety of users and animals at Calithea Farm, Rickman Farm and Potomac Horse Center, and specifications and construction documents prepared.	These centers are not well-equipped to protect users or animals in the event of a fire or other catastrophe, and are particularly high risk given the combination of large animals, combustible materials, public users and observers (particularly children), and dated electrical and HVAC systems. The current life safety status of these centers poses significant risk to users and animals as well as a huge liability risk for M-NCPPC.	\$150,000		
9	Protecting Water Quality and Aquatic Biodiversity	Improve water quality and preserve aquatic biodiversity in the department's 457 miles of streams and more than 500 lakes, ponds, and stormwater management facilities.	Best practices will be developed to safeguard or improve the water quality and aquatic biodiversity along our stream valleys and improve recreational experiences for the public such as hiking, biking and fishing.	Continued degradation of streams, irreplaceable wetlands, and related biodiversity.	\$241,800	2.1	
10	Park Planning and Urban Parks	Ensure our parks, particularly urban parks, better meet the needs of our changing county and communities.	Better urban parks and a more informed and responsive CIP process. The department will catch up with current urban park needs and trends, especially for underserved populations.	Parks that do not adequately meet the needs of changing communities, particularly in urban areas. Continued backlog of park master plans that are needed to guide future development.	\$96,000	0.7	

Montgomery County Department of Parks Attachment A

FY09 New Initiative Summary Sheet

#	New Initiative	Description / Goal	Anticipated Outcome if Funded	Consequences if not Funded	Cost	WY	Page
11	Traffic Control on Park Roads	Improve patron safety along busy parkways and trails.	Improved pedestrian and traffic safety on heavily trafficked parkways and trails by addressing pedestrian crossings, speed bumps, pavement markings and other traffic control devices.	Increased pedestrian / vehicular incidents and the potential for increased injuries to patrons caused by insufficient safety precautions and traffic control devices on our system's most heavily utilized parkways and trails.	\$25,000		
12	Public/Private Partnership Audit and Analysis	Provide partnership criteria and financial analysis for 11 existing partnerships as well as the 1-2 partnership proposals received each month.	Quicker, more effective partnership process that will produce sustainable partnerships of great value or benefit to the community. Sound decision-making criteria and standards for operational partnership agreements.	Unique recreational or conservation services or activities with significant or extraordinary value to the public will either be inadequately supported if developed or never developed unless there are well-defined criteria based on current partnership experience and adequate support to capitalize on these opportunities in a timely manner.	\$50,000		
13	Green Management Practices	Ensure the department is in compliance with IPM practices as required by federal, state and county law and related M-NCPPC policies.	Enhanced safety of park patrons and staff through the use of least toxic applications, as well as the adoption of a green purchasing program for the entire department.	The department will be in violation of federal, state and county IPM practices as well as related M-NCPPC policy.	\$86,500	0.7	
14	Internships and Fellowships: Cultivating Quality Employees	Enhance and improve the work of the department, recruit quality candidates for employment, and provide meaningful workplace experiences for young adults.	Conservation of resources through the hiring of effective and highly motivated pre-professional staff that could be recruited to fill department positions.	A lost opportunity for a "win-win" situation in which the taxpayers benefit from productivity at low wages, while our young adults benefit from workplace experiences relevant to their career goals.	\$45,000		
15	Outreach Naturalist: Bringing Parks to the Public	Instill an appreciation of nature among residents, especially children, and encourage healthy, outdoor activities.	Introduction of parks to groups that have not traditionally seen parks as meeting their needs. In addition, this would result in more children who chose to spend their free time outdoors instead of in the mall or in front of a computer or television.	A growing number of children and adults in this county with no knowledge or appreciation of the natural world around them will result in a population that does not value the natural environment and is less likely to engage in healthful, outdoor activities.	\$95,600	0.7	

Attachment A

Montgomery County Department of Parks

FY09 New Initiative Summary Sheet

#	New Initiative	Description / Goal	Anticipated Outcome if Funded	Consequences if not Funded	Cost	WY	Page
16	Restoring and Preserving Forest Habitat	Begin to restore natural areas that have been very heavily impacted by non-native invasive plants (NNIs). Use this modest investment to garner volunteer support and leverage additional grant funding.	Restoration of functioning ecosystems in areas treated for NNIs, resulting in healthy, green places for people and wildlife.	Failure to restore these healthy ecosystems will result in increased erosion, decreased habitat for wildlife, less flood control, and a less aesthetically-pleasing park system.	\$16,000		

FY09 Base Budget Improvements-Supplies, Other Services, Capital Outlay

Attachment B

Division	Supported Programs	Positions	WY	Cost	Justification
Facility Management	Property Management	0	0	\$200,000	<p>Site Demolition and Remediation Site remediation for environmental compliance of existing parkland and new parkland acquisitions is a costly, but critical function of the Facility Management Division that requires support through an increase of \$200,000 in the Facility Management Division. The funding will be used to provide environmental surveys and remediation of environmental concerns of lead, asbestos, underground fuel tanks and septic tanks, abandoned, but un-capped wells, and demolition of deteriorated and obsolete structures. Future fiscal year funding will be requested incrementally to address not only the environmental compliance issues on park land, but importantly, the life safety concerns and attractive nuisances on existing parkland. This effort provides a proactive approach to addressing a major gap in environmental cleanup efforts and public safety.</p>
Support Services	Multiple	0	0	\$200,000	<p>Additional Office Space The Department of Parks office staffing needs have grown. The pace of new or expanded office space has not kept pace with this staff need. SilverPlace was developed by the Commission in order to alleviate this problem in the foreseeable future. In the interim, staff office space continues to be a problem, and if not addressed immediately will adversely affect: (a) staff recruitment & retention; (b) staff morale; and (c) the ability for the Department to manage its program goals and objectives. The \$ 200,000 cost estimate was taken from staff experience in moving approximately 41 staff from MRO to 1400 Spring Street in Silver Spring (a privately managed office building). This cost estimate includes providing furniture, architectural design services, office space furniture design services, and ancillary support space accommodations like conference rooms. This is a very conservative cost estimate because it does not include staff project management costs or the total office space renovation costs because most of those costs were borne by the private office building owner in renovating existing vacant leased office space.</p>
Horticultural Services	Arboriculture	0	0	\$75,000	<p>Tree Maintenance: Contractual Services The request is for increasing the funding for contract tree work along the parkways (Sligo, Beech Drive, Little Falls) which involves removing hazardous limbs and dead wood, clearing views around stop signs and keeping tree growth 2 feet off the edge of the roads. Currently in the FY08 budget, there is \$75,000 for this work. If this funding remains consistent without an increase in FY09, the tree maintenance cycle will take six years to complete the parkways. With the additional funding request of \$75,000, the cycle will be cut in half, allowing one parkway to be completed each year.</p>
Southern Region	Organized Sports	0	0	\$50,000	<p>High Net Fencing at Cabin John This is to provide high safety netting between the outdoor tennis courts and Field #2 in Cabin John Regional Park. This will prevent foul balls from the baseball/softball field from landing on the tennis courts thus reducing the possibility of injury to tennis players.</p>

Southern Region	Organized Sports	0	0	0	\$35,000	Shirley Povich Field Improvements This is for turf renovation (seed, sod, fertilizer compost, sand, etc) and possible installation of Bermuda grass on Povich Field. These funds will allow for improved playability and a better turf structure. Bermuda grass is being researched as an alternative to the existing Kentucky Bluegrass in order to improve durability during excessive play in hot and humid weather conditions.
Total		0	0	0	\$560,000	
Technical Adjustment					-\$32,700	

Net Total \$527,300

Attachment C

FY09 Base Budget Improvements-Non OBI 8.0 WY

Division	Supported Programs	Positions	WY	Cost	Justification
Director of Parks	Multiple	1.0	.70	\$64,900	Recreation Specialist The recreation specialist will serve as the Department of Parks principal liaison with the Montgomery County Department of Recreation, Community Use of Public Facilities, Recreation Advisory Boards, and other groups involved in recreational programs and events to coordinate seamless delivery of recreational programs held in the parks.
Director of Parks	Management and Admin	1.0	.70	\$57,400	Volunteer Services Coordinator In order to sustain and encourage continued growth in the effective involvement of volunteers in parks, a new system of volunteer recruitment, management and tracking is being developed for implementation in late FY'08. This initiative involves Internet based volunteer management software and a support person to manage the database function and support field staff. The software was funded and is currently in development. The associated position did make the Council's FY08 reconciliation list but was the highest priority item that did not ultimately get funded. Increased efficiency is the only way to continue to grow our volunteer program. This position will result in increased capacity to recruit and deploy volunteers throughout the parks and is critical to implementing the Internet-based system.
Park Police	Management and Admin	1.0	.70	\$54,600	Accreditation Manager The accreditation manager is the Park Police Division's designated primary contact with the Commission on Accreditation for Law Enforcement Agencies (CALEA). The position coordinates all aspects of the Park Police Accreditation Program to include handling the daily assignments and tasks required to ensure compliance is maintained for all required CALEA Standards and for coordination of an on-site review at the end of each three year accreditation cycle. The manager works closely with Command Staff to provide clarification and consistency in the interpretation of specific CALEA Standards, and is responsible for maintaining a file system of approximately 446 separate standards with documentation to show proof of Park Police compliance for each year of the three year accreditation cycle. The position maintains a master file of all written Directives and Policy and is responsible for keeping the Division current on information related to policy and procedure up dates and CALEA requirements. In prior years the duties and responsibilities were handled by temporally re-assigning sworn and civilian staff from other work programs within the Division to handle the daily duties and tasks of the Accreditation Manager. The Accreditation process is ongoing and needs to be maintained daily. The focus of the Park Police is to minimize the need to take sworn personnel and existing civilian staff from other duties critical to the Division's operations. The Accreditation Manager's position is a full time need and should be a non-sworn position. This is also the recommendation presented by Montgomery County's Office of Legislative Oversight in their Base Budget Review of the Park Police conducted in 2006.

Park Police	Multiple	2.0	1.40	\$98,800	<p>Park Police Officer Candidates These positions support two major parks initiatives: Park User Services and Outreach to Underserved Populations. Benefits also include the Division's ability to maintain adequate sworn personnel staffing levels; address the critical needs for an additional officer on each patrol squad to be assigned to the 2C (Long Branch/Silver Spring) beat which has the highest number of calls for service; re-implement a three-member Special Assignment Team to address the need for undercover/plainclothes operations and enhance the Division's ability to investigate gang activity; and increase community outreach and customer focus.</p>
Park Police	Multiple	0	1.0	\$45,600	<p>Park Rangers Two additional seasonal employees will assist in providing on site staff support for enforcement of park rules and regulations, safety procedures, public relations, stewardship, and customer service. These efforts will be accomplished through public outreach programs, monitoring park usage, park permit enforcement, facility support and working special events. They will aid the Parks Department by engaging park users and providing information about facilities and activities while patrons are utilizing park amenities. The two dedicated rangers will be assigned specific holiday, evening, and weekend events to be covered, in addition, to having the opportunity to focus on activities within geographic areas of the park system without time constraints or sacrifices to other elements of the work program.</p>
Horticulture	Public Gardens	1.0	.70	\$53,700	<p>Youth Services Horticulturist This position will recruit public and private high school student volunteers who need to fulfill Student Service Learning hours, coordinate Brookside Gardens high school intern program with 10 county high schools and organize group service projects with local and middle high schools. This proposed position supports the themes of Volunteerism, No Child Left Behind, and Underserved Populations. It will increase the number of high school student volunteers at Brookside Gardens and through the intern program, provide career path training for high school students.</p>
Horticulture	Horticulture	1.0	.25	\$29,400	<p>Green house Nursery Technician: Conversion of Seasonal to Full Time Career This request converts a seasonal position to full time career staff. The Department has directed managers to request conversion of seasonal positions when they recognize that the job has become essentially a full time position and the character and knowledge base of the job exceeds that of a seasonal employee. Duties include the application of pesticides and herbicides, pruning, inventorying stock, mowing, operating equipment, testing soil, applying fertilizer, maintaining buildings and grounds and assisting with the composting program. Knowledge required for this job includes, Nursery Best Management Practices, American Nursery Growing Standards and nomenclature associated with plant production.</p>

Research and Technology Center	Multiple	1.0	.70	\$60,000	<p>IT Support Specialist This IT Support Specialist is necessary to maintain minimum levels of responsiveness to technology users in the Department, and to help manage the CLASS software supporting Parks programs. These systems for providing online real-time e-commerce have grown sufficiently complex and mission-critical that they require a full work year to maintain.</p>
Research and Technology Center	Multiple	1.0	.70	\$65,200	<p>Senior Research Planner During its first year, the research planner will conduct the survey and needs analysis work that is the foundation for the update of the PROS plan in FY2010; additionally, this staff member will help conduct and analyze user and resident data to make sure park programs are meeting residents' needs. This person will also assist in the development, collection and analysis of performance measures.</p>
Research and Technology Center	Management and Admin	1.0	.70	\$34,900	<p>Senior Administrative Assistant The Planning Board noted in their September 2007 budget letter that professionals in both departments are under-supported with administrative staff. As a result, expensive staff who should be devoting the great majority of their time addressing and resolving complex technical issues are performing the basic administrative tasks that are needed to keep any division functioning. The sole administrative staff person in the Park-funded side of the Research & Technology Center is doing higher level tasks such as managing the technology training program. Among the chief issues identified by the credit card security assessment was a lack of documentation for many of our technology practices, and this position would be a key support to remedying this ongoing challenge.</p>
Research and Technology Center	Multiple	1.0		\$20,600	<p>GIS Position: Conversion of Seasonal to Career Status This position is actively engaged in maintaining the base layers of the County's GIS. This position is one of only two that are entirely focused on updates (one other position also works on base map updates, but has also been supporting the Department's move to greater use of 3-D). Both departments have been working to make greater use of GIS and related technology in planning, analysis and presentation, an initiative that RTC strongly supports. We are requesting that this position be converted to a career position because the work is steady and ongoing, and because the most effective employees for this task are those that understand our current system. Currently this is the only GIS staff person funded by the Park Fund</p>
Northern Region	Nature Centers	0	.25	\$25,000	<p>Park Naturalist II: Increase in Part Time Career WY This request for an additional ¼ work year to an existing ½ time career position would be used to expand training to volunteers for the purpose of conducting nature programs with the public. Black Hill Nature Programs has demonstrated success with recruiting and training capable volunteers to lead interpretive programs over the past year. This effort has allowed the Department to offer increased educational experiences for children and adults to learn about our natural and cultural resources without hiring additional staff. We would like to expand this effort, but this is only possible if we have time to provide the necessary training to ensure the delivery of quality nature programs.</p>

Management Services	Management and Admin	0	.20	\$24,200	Human Resources Position: Conversion of a Term Contract to Career The position is critically needed to perform a number of personnel functions including tracking recruitment efforts; monitoring new job applications database, ensuring faster application transmission to the field; bi-lingual outreach capabilities for job fairs and community events; providing clerical and research assistance on internship marketing and placements; safety shoes voucher and uniform order administration; transit subsidy distribution; and defensive driving class and CPR class registration.
Total		11	8.0	\$634,300	

Attachment D

FY09 Technology Improvements

Division	Supported Programs	Cost	Justification
Research and Technology	Management and Admin	\$50,000	<p>Park User/Needs Survey This is a project for park planning, to update the long range park and recreation plan which is set to kickoff in FY10. All of these plans have been preceded by a survey of county residents like this one so that local data can be part of the decision-making process. The RFP/contracting piece would likely take a few months, then there would be work on the survey instrument, etc; then the survey itself, followed by compiling results and interpretation. Possibly the survey could be deferred until FY2010 but the survey will take time and if we want to use data from a delayed survey, that would certainly mean that the plan would have to be delayed as well.</p> <p>Email Archive This will add new functionality so perhaps it isn't critical but we think it is highly desired for a variety of reasons. Currently we can back up and restore an email account or multiple email accounts. What we cannot have is a centralized searchable email archive. We depend on individuals to archive their emails which means that some people archive and some don't. Email is now one of the main sources of institutional memory – email has almost become a document management system since almost everything we produce gets emailed. But the email system does not have the functionality of a DMS, so it is very difficult to search. Email archive searches are also requested for FOIA requests, audits, and personnel actions.</p>
Research and Technology	Management and Admin	\$50,000	
Research and Technology	Management and Admin	\$125,000	<p>Storage Array Network We requested these funds to add to our network memory. Without these funds we will run out of network memory for the department.</p>
Research and Technology	Management and Admin	\$5,000	<p>Web Subscriptions Part of this money pays for the web addresses that we control: montgomeryparks.org, parkpass.org, etc. They are pretty cheap individually but they add up. The rest of the funds go to pay for web services that are cheaper to use than if we were to try building a program ourselves. For example, the media center on the web site is in blog format. Rather than write the programming to create a blog, we use an existing blog service and customize it to look like our site. These are also pretty cheap on a case by case basis and they are certainly the most cost-effective way to add this functionality to our website.</p>
Total		\$230,000	

Park Activity Buildings

In June 2007, a strategic plan for the park recreation (park activity) and ancillary buildings was presented to the Planning Board by Department of Parks' staff, utilizing information gathered in a study by Facility Engineering Associates (FEA), a consultant to the Department. The report identified close to \$2,000,000 in deferred maintenance and replacement work backlog such as roof replacements or complete structural overhaul. Many of these buildings have low utilization rates and incur relatively high operating costs for custodial services, repairs, and maintenance. In addition, most of these buildings require extensive capital improvements at significant cost. Many of the buildings are being tested for lead and asbestos and may require abatement. Considerable work would need to be completed over the next several years in order to keep these buildings open and ensure they are safe and functional for our users.

As part of its FY09 budget request, the Department asked for \$553,000 to fund a new initiative that would to begin to address the backlog of maintenance projects and develop an enhanced ongoing preventative maintenance program for the park activity buildings. The Department has included all new initiatives on the list of **non-recommended** budget reductions to meet the Executive's Recommended Budget. The Park CIP also included funding to begin to address the capital renewal of those buildings with high utilization rates.

In addition to the above investment, a three-year marketing plan was developed by staff to increase use of buildings with low utilization rates. This plan was intended to kick off in Summer 2008, and included new, more informational brochures, an updated and more user-friendly web site, and increased promotion through media and advertising.

If the Council does not fund the new initiative, we are unwilling to accept the near term future liability that any failure to make major capital improvements needed to replace these buildings with more functional structures would create, and we would immediately close twenty-three (23) of the park activity buildings to achieve an estimated expenditure reduction in the operating budget of \$800,000. We would forfeit revenue of approximately \$400,000.

Background:

Currently there are thirty-one (31) park activity buildings. Many of the buildings were built in the 1950s, 60s and 70s-- some older. Twenty-five (25) of the buildings were designed and built as "recreation buildings" in the parks. Six (6) of the buildings were designed for a different purpose, but eventually became part of the rental inventory. The buildings are reserved through the Park Permit Office and mostly used for camps, party rentals or meeting spaces. In 1986, the Department stopped building activity buildings in the parks as other facilities such as the County's community recreation centers, schools, churches, libraries, and public office buildings can provide comparable space for similar purposes.

In FY06, the Council funded a park study to evaluate the use and costs associated with park activity buildings. These buildings were the first facility group assessed as part of the Infrastructure Condition Assessment of park facilities. The combined results of these studies showed that 7 of the buildings were highly utilized and in good condition; 18 of the buildings were underutilized (under 30% utilization) and in fair to poor condition; 5 buildings were in very poor condition and underutilized; and 1 should be assessed for historical preservation. The condition assessment study noted each building requires a much higher level of custodial care, preventative maintenance, recurring maintenance and capital renewal investment. The total deferred maintenance backlog is over \$800,000 and deferred replacement backlog is over \$1 million for park activity and ancillary buildings. All life safety issues were identified and addressed immediately.

The users affected by this action are patrons of the Montgomery County Recreation Department camp programs, families who use the facility for birthday parties and reunions, and various community groups. Though many of these buildings average less than 30% capacity use annually, many residents consider these structures an integral part of their community. Residents have expressed concern about the visible lack of maintenance or improvements to these buildings over the past decade. The findings from the FEA study support the conclusion that many of these buildings remain in need of a variety of repairs and improvements. Many of them will require extensive renovations or replacement at considerable cost if we are to increase use and make them more appealing to new and repeat customers.

While these buildings do provide a valued service, their cost / benefit remains a question. Given the current budget situation, Parks must focus its resources on core services such as ballfields, playgrounds, trails, and stewardship of natural and cultural resources.

The park activity buildings that would be closed, demolished or transferred as a result of a reduction in our requested FY09 budget are:

- | | |
|--------------------------|---------------------------|
| 1. Camp Seneca | 13. Owens |
| 2. Capitol View-Homewood | 14. Pilgrim Hill |
| 3. Clarksburg | 15. Pinecrest |
| 4. Colesville | 16. Quince Orchard Valley |
| 5. Garrett Park | 17. Randolph Hills |
| 6. Hillandale | 18. Sligo Avenue |
| 7. Ken-Gar Palisades | 19. Sligo-Dennis Avenue |
| 8. Lynnbrook | 20. Spencerville |
| 9. Maplewood-Alta Vista | 21. Stoneybrook |
| 10. Nolte | 22. Viers Mill |
| 11. N. Chevy Chase | 23. Wheaton-Claridge |
| 12. N. Four Corners | |

Ancillary Buildings

The Department has also identified 3 buildings to close or transfer to another organization to bear the full cost of operation and maintenance. These buildings are:

1. Takoma-Langley Community Center
2. Wheaton Community Center
3. Adventure Conservation Park

These buildings are not part of the core services of the Parks Department. It would be more efficient to transfer or close these buildings, than to continue current operations. The reduction in operating cost is approximately \$50,000; however, each building requires capital improvements to remain viable.

Attachment F

Maintained Open Space Program Reduction

Maintained open space consists of those areas within local, recreational and regional parks that are maintained for public use but not scheduled for organized activities make up part of this element. It must be noted that all neighborhood and urban parks fall almost exclusively here. These types of parks traditionally have no permitted athletic fields but provide people with the opportunity to enjoy family time and the enjoyment of being outdoors. Maintained open space should not be viewed as un-used open space. Traditionally these areas are used for casual recreational use such as Frisbee games, throwing a ball, having a picnic, reading, painting and the uses are endless. These areas are also the space between other amenities such as shelters, playgrounds, and courts but are not directly linked to the function of those amenities. Many of these areas are in very visible spots throughout the system.

This element involves all aspects of maintenance of these areas including mowing, trimming, recycling, litter and trash collection, leaf removal and, in some cases, custodial services. Park signage, picnic tables and grills, sidewalks, driveways, parking lots, volleyball courts, horseshoe pits and any other park amenity not directly associated with another program element are also found in these spaces and require maintenance.

It should be noted that, in past years, the Department has tried to reduce the maintained acreage by establishing "no mow" areas in parks. In some parks it met with success and those areas have been removed from the mowing schedule. But, in many parks the public was not accepting of a reduction in maintained open space.

A cut of this proportion would have a significant negative impact on our ability to provide timely service, patrol and maintenance to those areas that fall within the Maintained Open Space element. Facilities and amenities would be visited and maintained less frequently which would serve create a maintenance backlog or increase any backlog of maintenance that currently exists. From a maintenance perspective, mowing and trimming operations will be delayed, park signs will be refurbished, repaired or replaced less frequently, trash, litter and recyclables will be collected less frequently and other amenities will be inspected and repaired on a less frequent basis. Similar delays could be expected from Central Maintenance associated with the inspection, repair and maintenance of sidewalks, parking lots and driveways and other areas where heavy equipment, asphalt or trades are required. The collective effect of this increase in time between maintenance activities will result in parks appearing un-kept and less attractive to our users. The deferred maintenance will ultimately result in degradation of the facility or amenity which will increase capital cost for major repair or replacement.

**FY2006 to FY2008 Quarterly Vacancy Counts and Rates (% of Authorized Positions)
by Fund**

Attachment G

Authorized Positions		694		70		72	
		Park Fund Vacancies	Park Rate	Enterprise Fund Vacancies	Enterprise Rate	Property Management Vacancies	Property Management Rate
Quarters							
1	Sept. 2005	89	12.82%	10	14.29%	0	0.00%
	Recruitable Vacancies	78	11.21%	10	14.29%	0	0.00%
	Mandated (Imposed)						
	Lapse	11	1.59%	0	0.00%	0	0.00%
2	Dec. 2005	94	13.54%	12	17.14%	0	0.00%
	Recruitable Vacancies	83	11.96%	12	17.14%	0	0.00%
	Mandated (Imposed)						
	Lapse	11	1.59%	0	0.00%	0	0.00%
3	Mar. 2006	83	11.96%	14	20.00%	0	0.00%
	Recruitable Vacancies	72	10.37%	14	20.00%	0	0.00%
	Mandated (Imposed)						
	Lapse	11	1.59%	0	0.00%	0	0.00%
4	Jun. 2006	82	11.82%	18	25.71%	0	0.00%
	Recruitable Vacancies	71	10.23%	18	25.71%	0	0.00%
	Mandated (Imposed)						
	Lapse	11	1.59%	0	0.00%	0	0.00%

FY2006

Note: Authorized term contract positions are not included. Mandated lapse counts remained the same for the whole year.
Recruitable vacancy means; total vacancy less mandated lapse.

**FY2006 to FY2008 Quarterly Vacancy Counts and Rates (% of Authorized Positions)
by Fund**

Authorized Positions		687		333		18	
		Park Fund Vacancies	Park Rate	Enterprise Fund Vacancies	Enterprise Rate	Property Management Vacancies	Property Management Rate
FY2007	Quarters						
	1 Sept. 2006	59	8.59%	0	0.00%	1	33.33%
	Recruitable Vacancies	59	8.59%	0	0.00%		33.33%
	2 Dec. 2006	61	8.88%	2	6.06%	1	33.33%
	Recruitable Vacancies	61	8.88%		6.06%		33.33%
	3 Mar. 2007	51	7.42%	3	9.09%	0	0.00%
	Recruitable Vacancies	51	7.42%		9.09%	0	0.00%
	4 Jun. 2007	42	6.11%	4	12.12%	0	0.00%
	Recruitable Vacancies	42	6.11%		12.12%	0	0.00%

Note: Authorized term contract positions are not included.
Recruitable vacancy means any position currently not advertised, advertised or pending a selection.

**FY2006 to FY2008 Quarterly Vacancy Counts and Rates (% of Authorized Positions)
by Fund**

Authorized Positions		7/22	8/22	9/22	10/22	11/22	12/22	1/23	2/23	3/23	
Quarters	Park Fund Vacancies	Park Rate		Enterprise Fund Vacancies		Enterprise Rate		Property Management Vacancies		Property Management Rate	
1	67	9.28%		5		15.63%		0		0.00%	
Recruitable Vacancies		67	9.28%	5		15.63%		0		0.00%	
2	67	9.28%		7		21.88%		0		0.00%	
Recruitable Vacancies		67	9.28%	7		21.88%		0		0.00%	
3	59	8.17%		8		25.00%		0		0.00%	
Recruitable Vacancies		59	8.17%	8		25.00%		0		0.00%	

FY2008

FY2008

Note: Authorized term contract positions are not included.

Recruitable vacancy means any position currently not advertised, advertised or pending a selection.

** Effective January 2008, a hiring freeze was implemented delaying selection activity for 33 positions.

59	Total Vacancies
26	Less frozen or delayed positions as of 3/28/08
9	Less term contract employees/apprentices working against career positions (estimate)
24	Net Vacancies
3.32%	Net Park Rate

Prior year vacancies do not reflect the term contract employees/apprentices working against career positions

Efficiencies

Graffiti Control - Park Police has recently changed their strategy, spending more time on the street and in conversation with gang members. This strategy has increased the number of arrests, and led to a downturn in overall graffiti incidents. This allows park maintenance workers to spend more time maintaining parks, and less time removing graffiti, which must be done on an emergency basis.

Natural Surface Trails – 39 Volunteer Trail Rangers have been trained and volunteer crews now provide over 1,500 hours of trail labor per year.

Our grants manager has actively pursued \$739,000 in grants for projects on park property and has received \$199,000 in donations.

Energy, Trash, and Recycling – Since 2003, energy conservation measures have saved \$900,000. Over the same period, our management efforts have resulted in saving \$170,000 by reducing trash volumes and increasing recycling.

Brookside Gardens:

Use of unpaid staff (volunteers) to supplement operating budget. In FY07, Brookside Gardens logged in 26,382 volunteer hours, a work year equivalent of 12.9 years, and a value of \$502,840.

Use of LED lights at the Garden of Lights Show. One-half of all lights purchased for the Garden of Lights Show in this fiscal year were LED's. Energy consumption is reduced by 60%, and the life span is increased.

Green Matters Symposium: produced a single announcement postcard for the symposium, which reduced printing costs, paper use and postage. Put all other information (schedule, conference descriptions, speaker bios, directions, registration information) on-line.

Xperience: Guide to Program and Events. Encourage new customers to sign up for e-mailing of .pdf of Xperience, have converted 10% of the mailing list. Reduced mailing from 6500 to 4000 to reduce paper, printing and postage cost. Regularly cull print mailing list to remove customers who have not registered in the past two years.

Composting: Compost all plant material on-site, with exception of large stumps. Eliminated trips to transfer station with organic waste (saves staff time, reduces equipment use; eliminates dumping fees); increased fertility of garden by incorporating self-made compost rather than purchased fertilizers.

Purchased bio-degradable and compostable tableware (utensils, cups, plates, napkins) for Garden-sponsored events which are then composted on-site. Reduced volume of waste going to the landfill. Green initiative.

Implemented a program to replace gas powered utility vehicles with electric vehicles. Purchased 2 electric utility vehicles in 2007. Will aid in reducing fuel costs.

Brookside Gardens is already incredibly efficient at using the Operating Budget, and supplementing that budget with earned income through revenue, donations and sponsorships, and a large volunteer workforce.

Statistics for FY07:

Operating Budget:	\$2,332,632	66.1%
Enterprise Revenue:	1,017,267	28.9%
<u>Donations/Sponsorship</u>	<u>175,732</u>	<u>5%</u>
Total:	\$3,525,631	

If you add in the volunteer labor, valued at \$502,841, the Operating Budget from the Park Fund would account for 57% and we would be generating on-site 43% of our operating expenses. The Brookside Gardens volunteer program is managed by one person, who spends 1/2 workyear on the volunteer program, and for the other 1/2 workyear is also responsible for running the library, maintaining our website, and supervising the Visitor Services Team. The Brookside Gardens volunteer program accounts for nearly half of all volunteer hours in Parks.

Partnerships:

The Department's Public/Private Partnership program now has new application criteria and guidelines placed on our web site. These guidelines provide all prospective partnership applicants with the proper guidance they need to submit complete proposals. These new guidelines create significant efficiencies by reducing staff review time and/or redundant reviews, especially for unsolicited partnership proposal applicants. Because we now have very clear instructions on the type of information Department staff is seeking, we can more quickly assess the validity of proposals brought to the Department for Partnership consideration.

Staff has also standardized agreement forms including lease agreements, development agreements, and ball field adopt-a-field agreements to be filled out by prospective partnership applicants.

Northern Region:

The Northern Region demonstrated efficiency in recruitment and hiring by filling all vacancies which resulted with the division being fully staffed for a period of time.

Park Police:

Park Rangers: Over the past three years, the number of proactive park checks at our "Hot Spot" local parks has increased by more than two thousand (2000) per season and the number of citizen driven complaints has continued to decrease. In 2005, there were 147 local park complaints in the "Hot Spot" parks; in 2006 that number dropped to 115 and in 2007, the number again dropped to 82; for a 45% reduction over three years. Because of the nature of the Rangers' role in these areas, it is possible to focus their activities to the problem areas when officers are required to patrol on a much larger scale to cover the county. The Rangers act as additional eyes and ears for the Park Police, without the restrictions of time consuming enforcement and reporting that is required of the officers. Working in concert with one another, the Rangers and Park Police officers work to reduce the problems in our local parks. The Rangers offer greater flexibility in their scheduling and the seasonal use to-date, has been less costly for the additional

coverage. The expansion of the Ranger program is hoped to establish additional opportunities for youth directed community involvement and a collateral recruiting mechanism for rangers and park police officers. One of the initiatives that is being explored for the additional rangers, would be a co-operative effort with the National Capital District of the BSA, to develop advancement programs using the rangers and park resources for Cub Scouts, Girls Scouts, Boy Scouts and Venture Scouts. This idea is based around coordinated programs led by rangers, with the aid of officers as needed, to develop an ongoing relationship with community service oriented youth. In addition to fostering community service projects in the parks and helping youth achieve their advancement in scouting, an added benefit may be realized through early exposure to public service through the M-NCPPC programs and through interaction with public safety through the Rangers and Park Police. I would also like to see the Rangers become involved in Department programs like our "Recycling" and "Adopt A Park" Programs, where they may be able to provide liaison and direction to citizens in these areas. Other divisions within Parks also have ideas we are developing for the increased utilization of Rangers as park ambassadors.

Communications Unit: Over almost the last two years, our Communications Unit has been forced to accept the added responsibility of processing all Fail To Appear (FTA) bench warrants issued for Park Police cases, by the Circuit and District Courts for Montgomery County. Our Communication's staff is now responsible for receiving, entering and validating hundreds of additional warrants in the Criminal Justice Information Systems (CJIS). All of these warrants must be entered within 72 hours of receipt and their validation requires that the subject be run through the Motor Vehicle Administration and criminal history in all 50 states, Puerto Rico and the Virgin Islands. Criminal history must also be checked through the Federal Bureau of Investigations. The approximate time it takes a dispatcher to validate a warrant is three hours. During 2006, CJIS required 28 warrants to be validated. During 2007 that number increased by 94 to a total of 122 warrants requiring validation. To further analyze, in 2006 it took 84 hours to complete validations. In 2007 it took 366 hours to complete the required validations and year to date FY08, Communications staff have already spent over 333 hours entering and validating warrants with no additional staff. Overtime is used in many cases to meet the 72 hour entry time requirement; but overall, these tasks are being completed by staff, in addition to increased radio and telephone traffic and self initiated calls for service. While this is a great achievement for this unit, we will be asking for at least one additional Lead Communications Technician in the coming year, to help maintain the flow of work within the unit and to prevent employee burnout.

Horticultural Services:

Purchased 3 hybrid vehicles to replace existing vehicles. Reduces future gas purchases.
Low maintenance fescue grass was planted in newly planted fields. This new type of fescue needs mowing only 2-3 times a year. Reduces equipment use, fuel and labor costs.
Annual pesticide applicator status update form was updated to track information by maintenance yard as opposed to by individual staff updates, reducing paper use from 200 sheets to 13 sheets.

Research and Technology:

Technology enhancements that improve efficiency include support of greater use of the web to deliver products and services to the public online – more conveniently and with less staff time. Two online projects – video broadcasts of Planning Board meetings and a new online GIS tool called MCAtlas – are notable for their inventive approach to deliver a top quality application

with reduced cost. Other examples include: over the past 6 months, we have revamped our "phone tree" system to better direct calls to the appropriate staff, most of the department is now using Kronos for digital timecard submissions (replacing paper timecards for many staff), and there is greater use of digital procurement software.

Park Development:

Park Development's current FY07-12 CIP is \$43 million or 31% higher than the previous CIP. A large portion of the increase included an increase in FY07 in Program Open Space funding. In addition to the growth in the CIP, the division has responsibility for technical review, management and inspection of projects built by developers, The State Highway Administration as part of the ICC construction, and a number of other County projects or public private partnerships. In FY09, the division will have at least 15 new park projects in various stages which are not part of the normal CIP work program. In order to accommodate the increase in projects, PDD leverages staff resources by contracting out architecture, landscape architecture and engineering services where appropriate.

Park Development developed an on-line capital improvement and major maintenance request database on the Park Intranet to coordinate and streamline project requests within the park system.

Park Information and Customer Service Office:

Negotiated 50% discount on advertising in Washington Parent magazine plus sponsorship ads for select special events in exchange for distribution of their publication at several Enterprise sites. This is equal to a \$10K savings annually.

Regular use of in-house printing services to avoid cost of outside vendors.

Production of promotional banners for annual events that can be reused year after year simply by stripping off and replacing the date. This saves 160% over printing new banners each year.

Holding off on printing until multiple pieces are ready at the same time to obtain quantity discounts from vendors for larger jobs, or working with regions and other units to coordinate printing of larger jobs. This can result in 5%-10% in savings.

Repurposing existing community relations position to respond to public inquiries, help organize community events, and collect and report on customer satisfaction data.

Split the cost of a highly effective media management software tool with Prince George's County so all departments could afford the service. This service has resulted in thousands of media placements and hits for MC Parks alone in the past year.

Measures to Reduce Park Fund Request to 2% below County Executive's Recommendation

	A	B	C	D
1				Attachment I
2		Planning Board Request	\$90,255,600	
3		Executive's Budget	\$79,633,370	
4		Recommended Budget	(\$10,622,230)	
5		2% Below Executive's Budget	\$78,040,770	
6		Difference - Planning Board Request / 2% Below Executive's Recommended Budget	(\$12,214,830)	
7				
8	NON-RECOMMENDED Park Fund Reductions / Savings Measures			
9	<u>Impacted Program</u>	<u>Savings Measure</u>	<u>Reduction from Requested Budget</u>	<u>Consequences If Not Funded</u>
10				
11	None-fiscal planning issue	Longer Phase-in of Post Employment Health Benefits - GASB 45	(\$340,000)	Estimate of savings from longer phase-in (8 years)
12	Multiple	Eliminate All FY 09 New Initiatives	(\$2,978,400)	See Attachment A.
13	Crosscutting	Eliminate Increases in Supplies, Other Services, and Capital Outlay	(\$527,300)	See Attachment B.
14	Multiple	Eliminate Base Budget Improvements	(\$634,300)	See Attachment C.
15	Crosscutting	Eliminate Technology Improvements	(\$230,000)	See Attachment D.
16	Crosscutting	Increase Salary Lapse from requested 4.5% to 6.5%.	(\$1,154,800)	Will intentionally delay hiring of approximately 15 positions throughout year resulting in across the board reduction in service.
17	Third Party Support	Discontinue MCPS Ballfield Maintenance Contract	(\$712,000)	172 Athletic Fields at 71 elementary and middle schools will deteriorate unless MCPS funds maintenance.
18	Park Activity Buildings	Close, Transfer, or Demolish 23 Park Activity Buildings and 3 Ancillary Buildings.	(\$430,000)	See Attachment E.
19	Organized Sports	Raise Athletic Field Usage Fees	(\$100,000)	Increased fees to users.
20	Third Party Support	Discontinue Support to / cancel Special Events (Fair, Arbor Day, Oktoberfest, Kids Fest, Marathon, July 4th Fireworks, more.)	(\$75,000)	Events will be cancelled, or event supporters will be required to bear the full cost of managing the event.
21	Crosscutting	Implement Retirement Incentives	(\$350,000)	Across the board reduction in service delivery. Unpredictable cost / benefit.
22	Crosscutting	Eliminate / Reduce 25% of Service Contracts	(\$350,000)	Across the board reduction in service delivery. Cuts to tree maintenance, organizational development consultants, use and visitation surveys, customer service surveys, and infrastructure condition assessments.
23	Crosscutting	Eliminate / Reduce 25% Training / Travel	(\$40,000)	Across the board reduction in service delivery. Reduced employee efficiency.
24	Crosscutting	Cut Overtime 20%	(\$140,000)	Across the board reduction in service delivery. Compromised ability to respond including weekend coverage at parks when they are at peak use..
25	Horticulture	5% Selective Service Reductions (Program 55WY; \$5.3M)	(\$265,000)	Eliminate / cut back Spring and Summer annual planting program, interior plant program, and composting program.
26	Managed Open Space	5% Selective Service Reductions (Program 93WY; \$8.5M)	(\$425,000)	See Attachment F. An overall reduction in the physical condition and appearance of park open spaces, urban parks, and neighborhood parks. More litter, higher grass, less frequent policing, facilities in disrepair. More complaints.
27	Natural Resource Management	Reduce Non-native Invasive Plant Management and Management of White Tailed Deer Programs by 15%	(\$110,000)	More invasive plants; more deer. Declined biodiversity and ecosystems. More complaints.
28	Crosscutting	Forego Operating Budget Increase of Capital Projects (OBI)	(\$636,000)	Funding for maintenance, policing, and utility costs for new facilities opened in FY 08 & FY 09 will not be available. Services can only be provided by an across the board reduction in policing and maintenance.
29	Crosscutting	Freeze all remaining vacant positions equivalent to 15 WY. Total budgeted lapse rate would be approximately 8.5%	(\$1,125,000)	Across the board reduction in service delivery. Key positions will remain unfilled.
30				
31				
32		Subtotal @ Executive's Budget	(\$10,622,800)	
33				
34		Additional Reductions to cut to 2% below the Executives Recommended Budget would result in closure of parks and /or park facilities and a reduction in force or equivalent measures.		
35				

Department of Parks
FY09 - New Positions
Question #4

0.3

Attachment J

New Initiatives

Title	WY	Cost	Program Element
Enhanced Property Mgmt	2.1	194,600	Property Management
Park Activity Bldgs	1.4	105,000	Park Activity Bldgs
Historic Buildings	0.3	25,800	Arch. Historic Site Mgmt
Historic Buildings	0.7	64,400	Arch. Historic Site Mgmt
Playground Safety	1.4	79,100	Playgrounds
Water Quality & Aquatic Biodiversity	2.1	172,800	Streams (.7 WY(1.Pos) is in Horticulture)
Park Planning & Urban Parks	0.7	59,500	Park Planning
Green Mgmt Practice	0.7	45,500	Horticulture
Outreach Naturalist	0.7	60,600	Nature Centers
Improving Athletic Fields	0.5	34,300	Field Sports
Internships	0	45,000	Management/Admin
Total New Initiatives	10.6	886,600	

Improvements

Recreation Specialist/Principal Administrative Specialist	0.7	64,900	.10 Tennis; .20 Mgmt/Admin; .10 Baseball & Softball; .30 Third Party Support
Volunteer Services Coordinator	0.7	57,400	Management/Admin
Sr. Administrative Specialist	0.7	54,600	Management/Admin
Park Police Officer Candidates	1.4	98,800	.5 3rd Party Support; .1 Adventure Sports; .1 Picnic Shelters; .2 Playgrounds; .1 Park Activity Centers; .2 Scenic Parkway Experiences; .1 Trails-Paved; .1 Nature-Centers
Park Rangers - 2 Seasonals	1.00	45,600	.10 3rd Party Support; .10 Baseball & Softball; .10 Field Sports; .10 Adventure Sports; .10 Group Picnic; .10 Miniature Golf; .10 Maintained Open Space; .10 Picnic Shelters; .10 Playgrounds; .10 Park Activity Bldgs
Horticulturist/Youth services	0.7	53,681	Public Gardens 11-28-07
Greenhouse Nursery Technician	0.25	29,400	Horticulture- Seasonal Conversion to FT (.75 WY reduced from Seasonals) 11-28-07
FT Career	0	20,600	
IT Support Specialist, Sr. Planner, Sr. Admin Asst.	2.1	160,100	.9 Management/Admin; .10 Partnerships; .10 Tennis; .10 Park Act. Bldgs; .10 Nature Centers; .10 Baseball & Softball; .10 Field Sports; .10 Ice Skating; .10 Camping; .10 Trains/Carousels; .20 Planning for Stewardship; .10 Maintained Open Space
Administrative Assistant	0.2	24,200	Management/Admin
Park Naturalist I (.25 increase)	0.25	25,000	Nature Centers
Total Improvement	8	634,281	

11/30/2007

40

Department of Parks
FY09 -New Positions
Question #5

Attachment J

OBI Positions

Title/Status	WY	Cost	Program Element	
			.32 Mgmt/Admin; .1 Adventure Sports; .1 Mini Golf, SplashPlayground; .1 Picnic Shelters; .1 Playgrounds; .1 Park Activity Bldgs; .1 Scenic Parkway Experiences; .1 Trails-Paved; .1 Nature Centers	Park Police
Park Police Officer Candidate	1.12	98,800		
Park/General Maint Worker I	0.2	10,000	Baseball & Softball	Central Maintenance
Park/General Maint Worker II	0.7	42,400	Maintained Open Space	Northern Region
Park/General Maint Worker	0.7	42,200	Arch. Historic Site Mgmt	Southern Region
Seasonal	0.43	8,800	.2 Horticulture; .23 Dog Exercise Area .2 Field Sports; .2 Playground ; .1	Southern Region
Park/General Maint Worker I	0.5	30,400	Multiuse Courts .2 Field Sports; .3 Playground ; .1 Multiuse Courts; .2 Picnic Shelters; .15	Northern Region
Seasonal	0.95	20,500	Tennis	Northern Region
Total OBI	4.60	253,100		

11/30/2007

-----Original Message-----

From: Rodriguez, Oscar [mailto:Oscar.Rodriguez@MNCPPC.ORG]

Here are our responses to the questions you wanted answered today. Sorry we did not get our response in with that of Parks and Planning. Our budget director, who was working it up, got sick last night and did not come in today. Let me know any questions. Our response the other questions you want by next week will follow.

FY09 Proposed Budget Reductions: General Counsel and of Human Resources and Management (DHRM) Responses:

4. *What cost savings would be possible with an early retirement incentive? Are there other non-monetary benefits that should be considered?*

No savings can be expected from a cash incentive of the type in these two departments.

- General Counsel does not have anybody who is eligible to retire this or next year.
- DHRM currently has only 5 employees who are now eligible to retire. If they all retired at the very end of this fiscal year *and* we deemed all of their positions to be non-essential and did not backfill them, we could cut \$311,058 from the base budget. An informal canvass revealed, however, that none of them are seriously considering retiring this calendar year. Furthermore, when asked if a \$25,000 incentive would change their plans in this regard, the answer was an unequivocal no. To stand a better chance of changing their minds, the incentive would have to equal a substantial part of their annual salaries, effectively negating any savings such a plan would generate in the first year.

5. *What have the vacancy rates been for each quarter of the past 3 years? Frozen positions should be included in calculating the vacancy rate.*

EFFECTIVE[§] VACANCY RATES (%)

	FY08			FY07				FY06			
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
General Counsel	23	23	23	0	13	0	0	0	0	0	0
DHRM	4	6	7	9	9	6	11	17	19**	11	19

§ Net of contract employees, including "frozen" positions

* 2 positions

** 10 positions

6. *What cost savings can be achieved by phasing in GASB over 8 years and only contributing the amount necessary to complete the third 1/8 payment this year?*

This would reduce the General Counsel's annual payment by \$11,600. DHRM will payment would drop by \$17,800.

-----Original Message-----

From: Sanford, Abbey [mailto:Abbey.Sanford@MNCPPC.ORG]

#5: Vacancy Rates - By Qtr/Past 3 yrs

The Finance Department had unusually high vacancy rates over the past 3 years due to marketplace competition, and as a result there was difficulty in hiring Internal Audit and IT positions. We are currently fully staffed in Internal Audit and have filled all but 1 position in IT. In addition, during FY08 we experienced 3 new hires that did not work out for various reasons, in which we had to re-advertise the positions.

**The Maryland-National Capital Park and Planning Commission
Department of Finance**

Montgomery County Vacancy Rates by Quarter (Last 3 Years) - NET					
	Authorized				
		30-Sep	31-Dec	31-Mar	30-Jun
FY 2006					
Career	29.5	27.0	27.5	27.0	28.0
Vacancy		2.5	2.0	2.5	1.5
		29.5	29.5	29.5	29.5
		8.5%	6.8%	8.5%	5.1%
FY 2007					
Career	30.0	27.5	28.0	28.0	28.0
Vacancy		2.5	2.0	2.0	2.0
		30.0	30.0	30.0	30.0
		8.3%	6.7%	6.7%	6.7%
FY 2008					
Career	30.5	27.0	27.0	27.5	
Vacancy		3.5	3.5	3.0	
		30.5	30.5	30.5	
		11.5%	11.5%	9.8%	

#6: Change in GASB Phasing to 8 yrs:

The FY09 amount for OPEB when phasing to 8 yrs generates a savings of approx. \$30,300.

Arabella (Abbey) Sanford

IT Systems Manager/Leader

The Maryland-National Capital Park and Planning Commission

Department of Finance

Secretary-Treasurer's Office

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Maryland-National Capital Park and Planning Commission

MISSION STATEMENT

The Maryland-National Capital Park and Planning Commission (M-NCPPC) in Montgomery County manages physical growth and plans communities, protects and stewards natural, cultural and historical resources, and provides leisure and recreational experiences.

BUDGET OVERVIEW

The M-NCPPC was established by the General Assembly of Maryland in 1927. As a bi-county agency, the Commission is a corporate body of, and an agency created by, the State of Maryland. The Commission operates in each county through a Planning Board and, in Montgomery County, a Park Commission. Five board members, appointed by the County Council, serve as the Montgomery County members of the Commission. The Planning Board exercises policy oversight to the Commissioners' Office, the Parks Department, the Planning Department, and Central Administrative Services.

On January 15 each year, M-NCPPC submits to the County Council and the County Executive the M-NCPPC proposed budget for the upcoming fiscal year. That document is a statement of mission and goals, justification of resources requested, description of work items accomplished in the prior fiscal year, and a source of important statistical and historical data. The M-NCPPC proposed budget is available for review in Montgomery County Public Libraries and can be obtained by contacting the M-NCPPC Budget Office at 301.454.1741 or visiting the Commission's website at www.mncppc.org. Summary data only are included in this presentation.

Tax Supported Funds

The M-NCPPC tax supported Operating Budget consists of the Administration Fund, the Park Fund, and the Advance Land Acquisition (ALA) Debt Service Fund. The Administration Fund supports the Commissioners' Office, the Montgomery County-funded portion of the Central Administrative Services (CAS) offices, and the Planning Department. The Administration Fund is supported by the Regional District Tax, which includes Montgomery County, less the municipalities of Barnesville, Brookeville, Gaithersburg, Laytonsville, Poolesville, Rockville, and Washington Grove.

The Park Fund supports the activities of the Parks Department and Park Debt Service. The Park Fund is supported by the Metropolitan District Tax, whose taxing area is identical to the Regional District.

The Advance Land Acquisition (ALA) Debt Service Fund supports the payment of debt service on bonds issued to purchase land for a variety of public purposes. The Advance Land Acquisition Debt Service Fund has a countywide taxing area.

Non-Tax Supported Funds

There are three non-tax supported funds within the M-NCPPC that are financed and operated in a manner similar to private enterprise. These self-supporting operations are the Enterprise Fund, the Property Management Fund, and the Special Revenue Fund.

Grants are extracted from the tax supported portion of the fund displays and displayed in the Grant Fund. The Grant Fund, as displayed, consists of grants from the Park and Administration Funds.

These funds are used to account for the proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes. M-NCPPC is now reporting them in accordance with Statement No. 34 of the Governmental Accounting Standards Board (GASB), issued June 1999. The budgets are associated with Planning and Parks operations throughout the Commission.

Spending Affordability Guidelines

In December 2007, the Council approved FY09 Spending Affordability Guidelines (SAG) of \$90,000,000 for the tax-supported funds of the M-NCPPC, which is a 8.6 percent decrease from the \$98,434,400 approved FY08 budget. For FY09, the Commission has requested \$119,632,400 excluding debt service, \$29,632,400 above the total SAG amount of \$90,000,000. The County Executive recommends approval of \$102,879,500.

The total requested budgets for the Enterprise Fund, Property Management Fund, Special Revenue Funds, Debt Service Fund, and Grant Fund, are \$18,236,600, a 7.1 percent increase from the \$17,024,100 total FY08 approved budget. The County Executive recommends approval of \$17,136,600.

Commissioners' Office

The Commissioners' Office supports the five Planning Board members and enhances communication among the Planning Board, County Council, County residents, other governmental agencies, and other Commission departments.

Parks Department

The Parks Department provides recommendations, information, analysis, and services to the Montgomery County Planning Board (who also serve as the Park Commission), the County Council, the County Executive, other government agencies, and the general public. The Department also oversees the acquisition, development, and management of a nationally recognized, award winning park system providing County residents with open space for recreational opportunities and natural resources stewardship.

Montgomery Parks

Montgomery Parks oversees a comprehensive park system of 404 parks of different sizes, types, and functions that feature Stream Valley and Conservation Parks, Regional and Special Parks, and Local and Community Parks. Montgomery Parks serves County residents as the primary provider of open space for recreational opportunities and maintains and provides security for the park system.

Planning Department

The Planning Department provides recommendations, information, analysis, and services to the Montgomery County Planning Board (who also serve as the Park Commission), the County Council, the County Executive, other government agencies, and the general public. In addition, the Department is responsible for the preparation of master plans and sector plans which are recommended by the Planning Board and approved by the County Council. The Department reviews development applications for conformance with existing laws, regulations, master plans, and policies and then presents its recommendations to the Planning Board for action. The Department gathers and analyzes various types of census and development data for use in reports concerning housing, employment, population growth, and other topics of interest to the County Council, County government, other agencies, the business community, and the general public.

Planning Activities

The Planning Activities section recommends plans that sustain and foster communities and their vitality; implements master plans and manages the development process; provides stewardship for natural resources; delivers countywide forecasting, data, and research services; and supports intergovernmental services.

Central Administrative Services

The mission of the Central Administrative Services (CAS) is to provide effective, responsive, and efficient administrative, financial, human resource, and legal services for the M-NCPPC and its operating departments. Costs of the bi-county CAS office are divided equally between Montgomery and Prince George's Counties.

Debt Service - Park Fund

Park Debt Service pays principal and interest on the Commission's acquisition and development bonds. The proceeds of these bonds are used to fund the Local Parks portion of the M-NCPPC Capital Improvements Program.

Debt Service - Advance Land Acquisition Debt Service Fund and Revolving Fund

The Advance Land Acquisition Debt Service Fund pays principal and interest on the Commission's Advance Land Acquisition bonds. The proceeds of the Advance Land Acquisition bonds support the Advanced Land Acquisition Revolving Fund (ALARF).

ALARF activities include the acquisition of land needed for State highways, streets, roads, school sites, and other public uses. The Commission may only purchase land through the ALARF at the request of another government agency, with the approval of the Montgomery County Council.

Enterprise Fund

The Enterprise Fund accounts for various park facilities and services which are entirely or predominantly supported by user fees. Recreational activities include: ice rinks, indoor tennis, conference and social centers, boating, camping, and nature center programs. Operating profits are reinvested in new or existing public revenue-producing facilities through the Capital Improvements Program.

Property Management Fund

The Property Management Fund manages leased facilities located on parkland throughout the County, including single family houses, apartment units, businesses, farmland, and facilities which house County programs.

COUNTY EXECUTIVE RECOMMENDATIONS

The County Executive's recommended FY09 level of expenditure for M-NCPPC is \$102,879,500, 4.5 percent over the FY08 approved budget for tax supported funds, exclusive of debt service. The Executive's recommended total is \$12,879,500 or 14.3 percent over Council Spending Affordability Guidelines (SAG).

Park Fund

The Executive recommends a Park Fund budget of \$75,627,570, excluding debt service. This proposed funding represents a \$3,741,870 or 5.2 percent increase over the FY08 budget. The Executive does not recommend the Commission's requested transfer of \$640,500 from the Park Fund to the Enterprise Fund to cover debt service and operating losses at the Wheaton Ice Rink. Park Fund debt service increased by \$45,800, from \$3,960,000 in FY08 to \$4,005,800 in FY09.

Administration Fund

The Executive recommends an Administration Fund budget of \$27,251,930. This represents a \$703,230 or 2.6 percent increase over the FY08 budget. The Executive does not recommend the Commission's request to transfer \$2,201,900 from the Administration Fund to cover costs in the Special Revenue Fund.

ALA Debt Service

The Executive recommends ALA debt service funding of \$677,000 a decrease of \$32,000 or 4.5 percent from the FY08 budget. The cost decrease is due to lower bond interest.

Enterprise Fund

The Executive concurs with the M-NCPPC request for funding of \$10,399,100 and 104.6 workyears. This represents a \$622,100 or 6.4 percent increase from the FY08 budget of \$9,777,000. The Executive does not recommend the Commission's requested transfer of \$640,500 from the Park Fund to the Enterprise Fund to cover debt service and operating losses at the Wheaton Ice Rink.

Property Management Fund

The Executive concurs with the M-NCPPC request for funding of \$1,137,400 and 3.5 workyears. This represents a \$54,800 or 5.1 percent increase over the FY08 budget of \$1,082,600.

Special Revenue Fund

The Executive recommends a Special Revenue Fund budget of \$4,348,100. This represents a \$532,400 or 10.9 percent decrease from the FY08 budget. The Executive does not support the Commission request to transfer \$2,201,900 from the Administration Fund to cover costs in the Special Revenue Fund. Rather, the Executive recommends an increase in fees and expenditure controls to maintain a positive fund balance.

Additional Budget Details

The County Executive recommends increasing the retiree health insurance trust prefunding phase-in period from five years to eight years for all tax supported County agencies. Increasing the phase-in period results in a reduction in prefunding costs included in the M-NCPPC operating budget request of \$337,400. The Executive recommends that each agency's appropriation be contingent upon funding the agency's FY09 contribution for prefunding retiree health insurance benefits.

PROGRAM CONTACTS

Contact Bruce Crawford of the M-NCPPC at 301.454.1740 or Christopher M. Mullin of the Office of Management and Budget at 240.777.2772 for more information regarding this agency's operating budget.

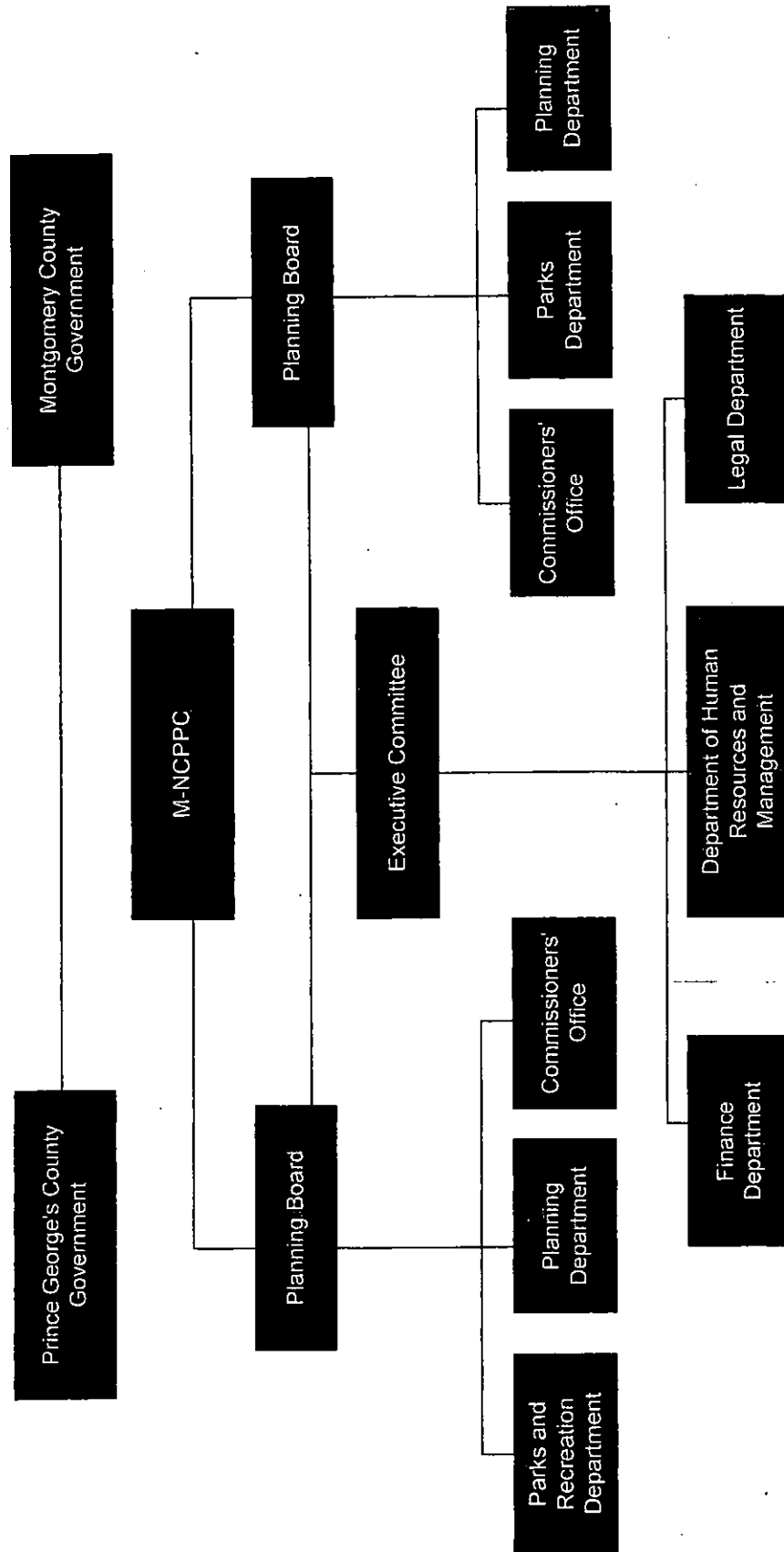
BUDGET SUMMARY

	Actual FY07	Budget FY08	Estimated FY08	Recommended FY09	% Chg Bud/Rec
ADMINISTRATION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Administration Fund Personnel Costs	0	0	0	0	—
Operating Expenses	24,190,637	26,548,700	26,299,100	27,251,930	2.6%
Capital Outlay	0	0	0	0	—
Administration Fund Expenditures	24,190,637	26,548,700	26,299,100	27,251,930	2.6%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	206.8	207.2	207.2	214.6	3.6%
REVENUES					
Intergovernmental	166,496	118,500	118,500	0	—
Property Tax	24,269,252	24,759,420	24,765,950	26,030,130	5.1%
User Fees	601,521	511,900	511,900	400,000	-21.9%
Investment Income	413,456	380,000	380,000	250,000	-34.2%
Miscellaneous	22,321	0	0	0	—
Administration Fund Revenues	25,473,046	25,769,820	25,776,350	26,680,130	3.5%
PARK FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Park Fund Personnel Costs	0	0	0	0	—
Operating Expenses	64,810,283	71,885,700	70,921,000	75,627,570	5.2%
Debt Service Other	3,438,880	3,960,000	3,960,000	4,005,800	1.2%
Capital Outlay	0	0	0	0	—
Park Fund Expenditures	68,249,163	75,845,700	74,881,000	79,633,370	5.0%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	654.2	679.3	679.3	741.6	9.2%
REVENUES					
Property Tax	69,135,828	75,628,910	75,649,670	72,305,820	-4.4%
Facility User Fees	1,613,067	1,602,900	1,602,900	1,601,800	-0.1%
Investment Income	759,424	700,000	700,000	450,000	-35.7%
Investment Income: CIP	223,693	200,000	200,000	130,000	-35.0%
Intergovernmental	629,781	37,800	37,800	0	—
Miscellaneous	201,206	45,000	45,000	33,500	-25.6%
Park Fund Revenues	72,562,999	78,214,610	78,235,370	74,521,120	-4.7%
ALA DEBT SERVICE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
ALA Debt Service Fund Personnel Costs	0	0	0	0	—
Operating Expenses	0	0	0	0	—
Debt Service Other	739,797	709,000	709,000	677,000	-4.5%
Capital Outlay	0	0	0	0	—
ALA Debt Service Fund Expenditures	739,797	709,000	709,000	677,000	-4.5%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	0.0	0.0	0.0	0.0	—
REVENUES					

	Actual FY07	Budget FY08	Estimated FY08	Recommended FY09	% Chg Bud/Rec
Property Tax	1,425,173	1,525,950	1,527,410	1,691,200	10.8%
Miscellaneous	99,500	0	0	0	—
ALA Debt Service Fund Revenues	1,524,673	1,525,950	1,527,410	1,691,200	10.8%
GRANT FUND MNCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MNCPPC Personnel Costs	0	0	0	0	—
Operating Expenses	345,331	575,000	575,000	575,000	—
Capital Outlay	0	0	0	0	—
Grant Fund MNCPPC Expenditures	345,331	575,000	575,000	575,000	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	0.0	0.0	0.0	0.0	—
REVENUES					
Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	345,331	425,000	425,000	425,000	—
Grant Fund MNCPPC Revenues	345,331	575,000	575,000	575,000	—
ENTERPRISE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Enterprise Fund Personnel Costs	0	0	0	0	—
Operating Expenses	7,925,334	8,465,800	8,935,900	9,070,000	7.1%
Debt Service Other	1,395,932	1,311,200	1,311,200	1,329,100	1.4%
Capital Outlay	80,548	0	0	0	—
Enterprise Fund Expenditures	9,401,814	9,777,000	10,247,100	10,399,100	6.4%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	109.0	110.3	110.3	104.6	-5.2%
REVENUES					
Intergovernmental	180,000	0	0	0	—
Rentals	2,100,893	2,733,100	2,638,400	2,709,700	-0.9%
Fees and Charges	6,166,399	5,718,100	5,042,700	6,087,200	6.5%
Merchandise Sales	665,478	752,900	727,900	754,500	0.2%
Concessions	361,158	106,900	91,900	96,900	-9.4%
Non-Operating Revenues/Interest	109,957	100,000	100,000	90,000	-10.0%
Enterprise Fund Revenues	9,583,885	9,411,000	8,600,900	9,738,300	3.5%
PROP MGMT MNCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Prop Mgmt MNCPPC Personnel Costs	0	0	0	0	—
Operating Expenses	1,004,196	1,082,600	1,082,600	1,137,400	5.1%
Capital Outlay	0	0	0	0	—
Prop Mgmt MNCPPC Expenditures	1,004,196	1,082,600	1,082,600	1,137,400	5.1%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	3.0	3.5	3.5	3.5	—
REVENUES					
Investment Income	57,045	70,000	50,000	70,000	—
Rental Income	1,012,586	1,032,600	1,032,600	1,067,400	3.4%
Prop Mgmt MNCPPC Revenues	1,069,631	1,102,600	1,082,600	1,137,400	3.2%
SPECIAL REVENUE FUNDS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Special Revenue Funds Personnel Costs	0	0	0	0	—
Operating Expenses	3,147,569	4,880,500	4,307,570	4,348,100	-10.9%
Capital Outlay	0	0	102,310	0	—

	Actual FY07	Budget FY08	Estimated FY08	Recommended FY09	% Chg. Bud/Rec
Special Revenue Funds Expenditures	3,147,569	4,880,500	4,409,880	4,348,100	-10.9%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	33.8	36.6	36.6	44.5	21.6%
REVENUES					
Intergovernmental	447,719	149,800	160,400	198,000	32.2%
Miscellaneous	514,334	489,000	0	0	—
Investment Income	118,629	70,000	90,000	60,000	-14.3%
Service Charges	3,019,346	3,382,000	2,143,150	3,849,950	13.8%
Special Revenue Funds Revenues	4,100,028	4,090,800	2,393,550	4,107,950	0.4%
DEPARTMENT TOTALS					
Total Expenditures	107,078,507	119,418,500	118,203,680	124,021,900	3.9%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total Workyears	1,006.8	1,036.9	1,036.9	1,108.8	6.9%
Total Revenues	114,659,593	120,689,780	118,191,180	118,451,100	-1.9%

Maryland-National Capital Park and Planning Commission



PROFESSIONAL SERVICES

Division	Section	Description	FY08 Budget	FY09 Proposed	FY09 Program Element
Park Fund					
Director of Parks	Park Information & Customer Service	Customer Service	23,500	15,000	See Dir of Parks tab
Director of Parks	Park Information & Customer Service	Graphic Design Services	23,500	30,000	See Dir of Parks tab
Director of Parks	Park Information & Customer Service	Photography Services	8,000	5,000	See Dir of Parks tab
Director of Parks	Park Information & Customer Service	Media Training	0	10,000	See Dir of Parks tab
Director of Parks	Special Programs	Public-Private Partnership	50,000		
Director of Parks	Adult Educations	Educational program with Prince George's County Department of Parks and Recreation.	0		
Director of Parks	Volunteer Services	Continued development of the Web-based Training Initiative for Volunteers	10,000	5,000	See Dir of Parks tab
Director of Parks	Volunteer Services	Fingerprint screening		4,000	See Dir of Parks tab
Director of Parks	Park Permits	Consultant to assist in streaming permit process	0	3,000	See Dir of Parks tab
Director of Parks	Park Permits	Customer Service Contract	0	2,200	See Dir of Parks tab
Director of Parks	Special Programs	Consulting services (New Initiative)		50,000	Partnerships
Director of Parks	Special Programs	Consulting services (New Initiative)		150,000	Equestrian Centers
Management Services	Support Services	Educational Training for park employees	50,000		
Management Services	Support Services	Specialized professional services	73,500	90,000	Management/Administration
Management Services	Support Services	Fingerprinting	4,000		
Management Services	Support Services	Employment and development training (New Initiative)		100,000	Management/Administration
Facility Management		Service contract for facility mgt	142,000		
Facility Management		Maintenance services contract (New Initiative)		465,700	Field Sports
Facility Management		Demolition of Properties		200,000	Property Management
Facility Management	Property Management	Maintenance service contract (New Initiative)		500,000	Property Management
Central Maintenance	Total of Fleet & Trades Units	Leak detection system for tanks, Asbestos/Lead/Mold Remediation and Architectural/Engineering Services	65,500	75,000	Mgmt/Admin (\$9,600); Prop Mgmt (\$4,100); Park Planning (\$13,600); Picnic Shelters (\$6,800); Park Activity Bldg (\$27,300); Event Centers (\$13,600)
Central Maintenance		Bathroom renovations for various parks (floor epoxy, etc.)	0	35,000	Mgmt/Admin (\$4,400); Prop Mgmt (\$1,900); Park Planning (\$6,400); Picnic Shelters (\$3,200); Park Activity Bldg (\$12,700); Event Centers (\$6,400)
Central Maintenance		Maintenance services contract (New Initiative)		448,000	Park Activity Buildings
Horticulture Services	Pope Farm Nursery	Contract for large tree removal	50,000	52,000	Horticulture
Horticulture Services	Arboriculture	Tree maintenance	75,000	78,000	Arboriculture
Horticulture Services	Arboriculture	Trail and paving maintenance		75,000	Arboriculture
Horticulture Services		Stormwater management contract	97,000	105,800	Horticulture
Horticulture Services		Contingency emergency work based upon experience		10,800	Horticulture
Horticulture Services	Brookside Gardens/Public Gardens	Contract for comprehensive visitor survey		54,800	Public Gardens
Horticulture Services	Horticulture Services	Contract out for tree aftercare/service backlog	80,000		
Horticulture Services	Hort. Services/Arboriculture	Contract out services for Historic Champion Trees/Preventive Tree Maintenance	226,000		
Park Development	Construction Services	Continuation of structural assessment study begun in FY05. Additional funding is needed to move through the park inventory in order to complete the cycle within 3 years as recommended by GASB.	150,000	150,000	Park Planning
Park Development		Contract		30,000	Scenic Parkway Experiences
Park Police	Total of Special Operations, Patrol and Administration Units	LOEBR/Hearing Boards	10,000	10,000	See Park Police attachment
Research and Technology	Technology	Network and Technology Support	23,500	20,000	Management/Administration
Research and Technology	Technology	Local Area Network Enhancement	39,500	150,000	Management/Administration
Research and Technology	Technology	Update Park user satisfaction survey		100,000	Management/Administration
Northern Region	Meadowside Nature Center	Veterinary services	2,000	2,000	Nature Centers
Northern Region	Meadowside Nature Center, Black Hill Visitor Center	Licensing agreements	0	1,600	Nature Centers
Northern Region	Rock Creek Regional Park	Contract maintenance-wireless data transmission for both dams	0	2,500	Boating
Southern Region	Administration	Misc Consulting for Region (turf, structural/environmental engineer, legal investigation experts, etc.)	3,000	3,000	Management/Administration

Southern Region	Meadowbrook	Specialist/consultant services as required, i.e. scientific testing, legal experts, engineering services	1,000	1,000	Scenic Parkway Experience
Southern Region		Consulting services (New Initiative)		25,000	Scenic Parkway Experience
Park Planning & Stewardship	Natural Resources Management	Contract out for non-native invasives/habitat restoration program	65,000		
Park Planning & Stewardship	Public Gardens/Brookside Gardens	Provide outreach for no child left inside program	3,000		
Park Planning & Stewardship	Natural Resources Stewardship	Montgomery weed control	45,000	45,000	Natural Resources Management
Park Planning & Stewardship	Natural Resources Stewardship	Frederick weed control	20,000	20,000	Natural Resources Management
Park Planning & Stewardship		Ground Water Monitoring for Soccerplex, Bonifant Landfill and other sites	35,000	37,000	Management/Administration
Park Planning & Stewardship		Park Management Plans and Functional Plans	5,500		
Park Planning & Stewardship		Consultants to assess building conditions, prepare historic structure reports, cultural landscape reports and treatment plans for cultural resources. (New Initiatives)	86,000		
Total Park Fund			\$1,466,500	\$3,100,700	
Facility Management	Property Management Fund	Environmental Evaluations	8,000	8,000	
Total Property Management			\$8,000	\$8,000	
Enterprise	Northwest Golf Pro Shop	Structure engineer	0	0	
	Needwood Golf Maintenance	Architectural Services	0	0	
Total Enterprise			\$0	\$0	
Total Professional Services - All Funds			\$1,474,500	\$3,108,700	

FY09 BUDGET CROSS WALK

	Department of Parks			Total cost of Parks	
	Park Fund	Enterprise Fund	Property Mgmt	Special Rev. Fund	Work Program
Expenditure Budget					
FY07 Actual (Excludes Reserve)	\$68,249,163	\$9,653,051	\$1,070,197	\$604,504	\$79,576,915
FY08 Operating Budget	\$78,440,000	\$9,777,000	\$1,082,600	\$379,400	\$89,679,000
Supplemental Appropriation	\$473,000	\$0	\$0	\$0	\$473,000
FY08 Amended Operating Budget	\$78,913,000	\$9,777,000	\$1,082,600	\$379,400	\$90,152,000
Compensation & Benefits Increases	4,993,000	101,800	23,200		5,118,000
Other Increases (Utility, Risk Mgt)	809,600	503,000	28,700	-100,700	1,240,600
Annualization Cost of FY08 Approved Positions	814,000				814,000
Operating Budget Impact (OBI WY 4.60)	636,600				636,600
Debt Service Increases	45,800	-23,200			22,600
Enterprise Chargeback Changes	76,300				76,300
Increases in Supplies, Other Services, Capital Outlay	527,300				527,300
Expenditure Reserve Change	274,300				274,300
Total Increases	8,176,900	581,600	51,900	-100,700	8,709,700
FY09 Operating Expenditure - Base Budget	87,089,900	10,358,600	1,134,500	-278,700	98,861,700
% of Increase	10.4%	5.9%	4.8%	-26.5%	10.2%
Salary Lapse Change (7.5% to 4.5%)	1,296,600				1,296,600
Baseline Budget Improvements (Non-OBI WY 8.0)	634,300				634,300
Technology Improvements	310,000				310,000
Expenditure Reserve @ 3%	67,200				67,200
Total - Budget for Improvement	2,308,100	0	0	0	2,308,100
FY09 Base Budget with Improvement & Reserve	89,398,000	10,358,600	1,134,500	-278,700	101,169,800
% of Increase	13.3%	5.9%	4.8%	-26.5%	12.8%
FY09 New Initiatives	2,978,400	0	0	0	2,978,400
Reserve at 3% for New Initiatives	89,400				89,400
FY09 New Initiatives with Reserve	3,067,800	0	0	0	3,067,800
FY09 Proposed Budget	\$92,465,800	\$10,358,600	\$1,134,500	\$-278,700	\$104,327,000
% of Increase	17.2%	5.9%	4.8%	-26.5%	16.3%
Post-Retirement Health Benefits (GASB45)	815,000	40,500	2,900		858,400
FY09 Proposed Budget including GASB45	93,280,800	10,399,100	1,137,400	-278,700	105,096,000
% of Increase	18.2%	6.4%	5.1%	-26.5%	16.6%

Note:

There is no Reserve in FY07 Actual numbers since they are carried forward and factored in the reserve of subsequent year's budget.
All new Positions are reduced by 30% for Recruitment delay.